



## VISION

WE ARE A HISTORIC PLACE



WE VALUE HEALTHY MINDS  
AND HEALTHY BODIES



WE HAVE  
A SPECIAL  
CHARACTER



## FY 2014 ADOPTED BUDGET

Five-Year Capital Improvement Program  
WE ARE A  
COMMUNITY  
OF CHOICE



WE HAVE FIRST-CLASS  
GOVERNMENT





Prepared by the  
**Department of Financial and Management Services**

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Director of Financial and Management Services

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Assistant Director of Financial and Management Services

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## **Adopted Operating Budget FY 2014**

**Five-Year Capital Improvement Program  
FY 2014 through FY 2018**

**Adopted by the Board of Supervisors on April 23, 2013**

# JAMES CITY COUNTY

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# Board of Supervisors

**John J. McGlennon**, Chairman  
*Roberts District*

**Mary K. Jones**, Vice Chairman  
*Berkeley District*

**M. Anderson Bradshaw**    **James O. Icenhour, Jr.**    **James G. Kennedy**  
*Powhatan District*                    *Jamestown District*                    *Stonehouse District*

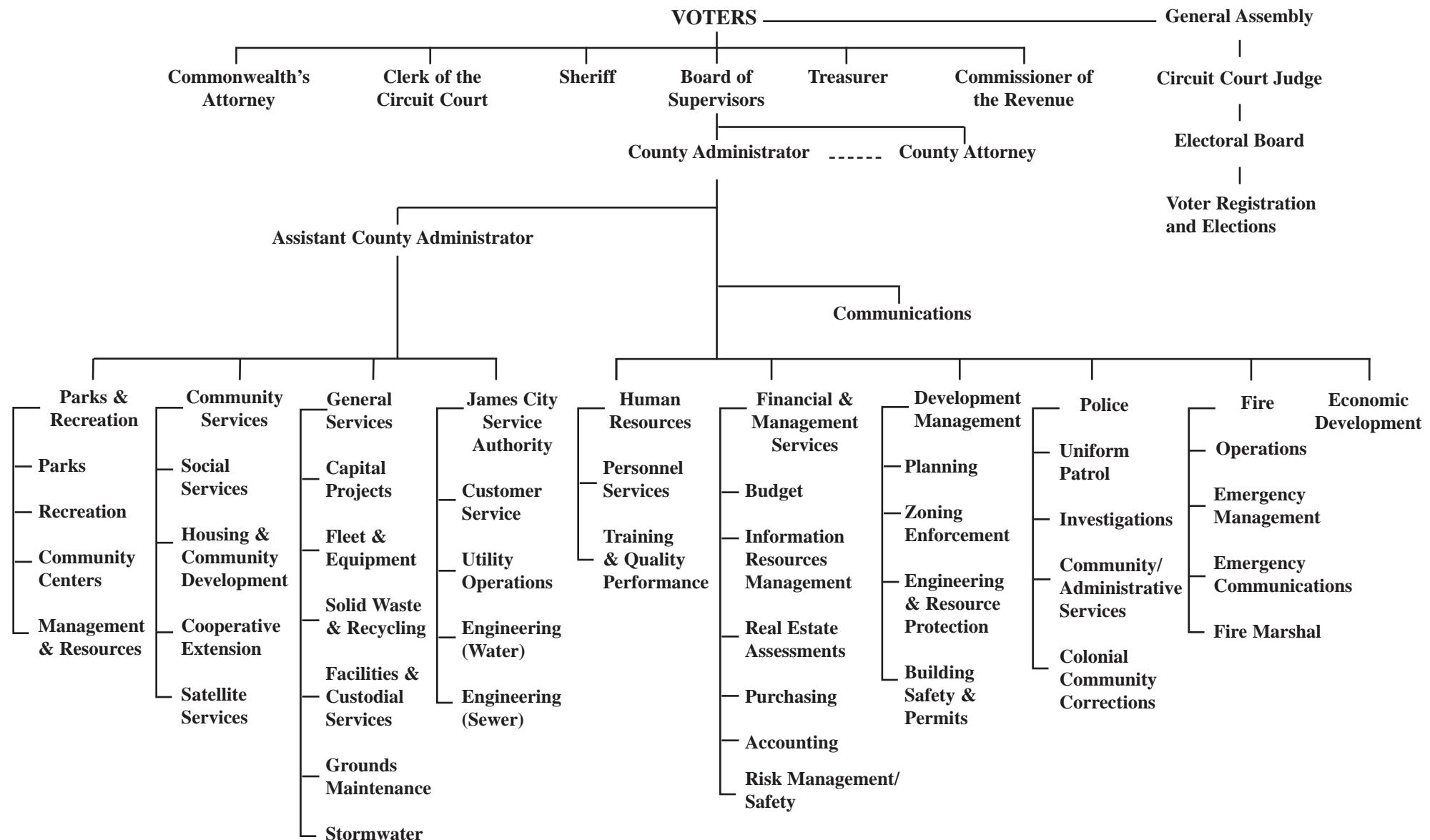
**Robert C. Middaugh**  
County Administrator

**Doug Powell**  
Assistant County Administrator

James City County operates under the traditional, or County Administrator, form of government (as defined under Virginia Law). The Board of Supervisors is a five-member body, elected by the voters of the Electoral District in which they live. The Chairman and Vice Chairman of the Board are elected annually by its members. Each member serves a four-year term. This body enacts ordinances, appropriates funds, sets tax rates and establishes policies and generally oversees the operation of the County government. The County Administrator is appointed by, and serves at the pleasure of, the Board of Supervisors. As the Chief Executive Officer of the County, he is responsible for developing an annual budget and carrying out policies and laws which are reviewed and approved by the Board. The County Administrator directs business and administrative policies and recommends to the Board those methods, procedures, and policies which will properly govern the County.

# James City County Organization Chart

Effective 09/13/11



# STRATEGIC PLAN

## MISSION

WE WORK IN PARTNERSHIP WITH ALL CITIZENS TO ACHIEVE A QUALITY COMMUNITY.

## VALUES

### INTEGRITY

Earning confidence and respect by aligning our values, words and actions

### COLLABORATION

Making better decisions by building partnerships and sharing knowledge and resources

### EXCELLENCE

Providing outstanding customer service by striving to be the best in everything we do

### STEWARDSHIP

Improving our quality of life by safeguarding and enhancing the resources entrusted to us

## VISION

### WE ARE A HISTORIC PLACE

James City County recognizes its unique historic identity as the site of the first permanent English speaking colony in 1607, the first business enterprise, and the beginning of representative government in America. We are a community that preserves and protects its irreplaceable assets for current and future generations and for visitors from around the world.

### WE VALUE HEALTHY MINDS AND HEALTHY BODIES

James City County is a community that values and supports a high-performance education system for its children and adults as well as lifelong learning opportunities for all. We have easy access to a range of quality health care and a quality park and recreation system and leisure opportunities to promote wellness.

### WE HAVE A SPECIAL CHARACTER

James City County is known for its beauty as reflected in open spaces, vistas and the health of its ecosystems. We have a sense of community because there is a range of quality housing that is thoughtfully and logically placed and developed with sustainability in mind. Our community feels safe in its neighborhoods, which are attractive, pleasant and welcoming places to live. Business and industry add to our character and want to locate and grow here. We are economically strong with a stable tax base and meaningful jobs. We have a safe, efficient multimodal transportation network that is interconnected with the rest of Hampton Roads and Virginia.

### WE ARE A COMMUNITY OF CHOICE

James City County is the County of choice for people of many income levels, cultures and ethnicities.

### WE HAVE FIRST-CLASS GOVERNMENT

James City County Government focuses on the needs of the community by fostering citizen participation and involvement in local government. By maintaining a well-trained, professional and ethical staff, we continually strive to make James City County the best community to live, work and visit.



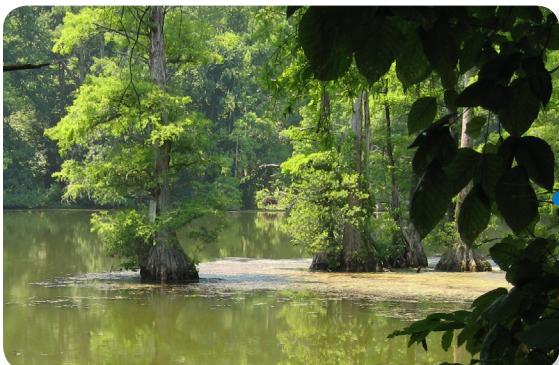


## VISION

WE ARE A HISTORIC PLACE



WE VALUE HEALTHY MINDS  
AND HEALTHY BODIES



WE HAVE  
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# FY 2012 ANNUAL REPORT



WE ARE A  
COMMUNITY  
OF CHOICE



WE HAVE FIRST-CLASS  
GOVERNMENT

We are pleased to present the James City County Fiscal Year 2012 annual report which covers achievements, projects and other initiatives from July 1, 2011-June 30, 2012. During the year, the Board of Supervisors and County staff continued to maintain a delicate balance between services and fiscal responsibility. Your County government was able to meet those demands, plan for the future and maintain a positive fiscal report card. This year, updated values and visions were adopted and used to drive decisions and shape our future with the ultimate goal being the County's mission: **We work in partnership with all citizens to achieve a quality community.**

## Vision #1

### WE ARE A HISTORIC PLACE

**James City County recognizes its unique historic identity as the site of the first permanent English speaking colony in 1607, the first business enterprise and the beginning of representative government in America. We are a community that preserves and protects its irreplaceable assets for current and future generations and for visitors from around the world.**

1. We opened a new interpretive center in Freedom Park which features exhibits of artifacts recovered during the construction of the Park and includes an interactive kiosk highlighting the history and wildlife. It includes community meeting space with a kitchen and an outdoor patio and grilling area.
2. We re-opened Jolly Pond Dam after its closing in 2006 due to weather related damage. The County helped develop appropriate restrictions that would allow access to homes, businesses and schools located along the road while preserving the integrity of the dam.
3. Preservation and protection of the historic Norge Train Depot (circa 1906-08) became a reality as the building

## VALUES

### INTEGRITY

Earning confidence and respect by aligning our values, words and actions

### COLLABORATION

Making better decisions by building partnerships and sharing knowledge and resources

### EXCELLENCE

Providing outstanding customer service by striving to be the best in everything we do

### STEWARDSHIP

Improving our quality of life by safeguarding and enhancing the resources entrusted to us



## DID YOU KNOW?

The Jolly Pond Dam dates to the American Revolutionary period and has remained in continuous use since 1782. The original wagon trail that crosses over the top of the dam is now used as part of Jolly Pond Road.

was meticulously restored by a team of County staff, local businesses and residents. A cultural resource and source of community pride, it will be used by the community for exhibits, special events and meetings.



## Vision #2

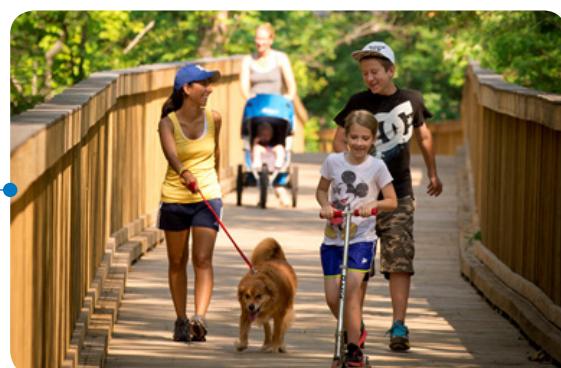
### WE VALUE HEALTHY MINDS AND HEALTHY BODIES

**James City County is a community that values and supports a high-performance education system for its children and adults as well as lifelong learning opportunities for all. We have easy access to a range of quality health care and a quality park and recreation system and leisure opportunities to promote wellness.**

1. The Powhatan Creek Trail opened as part of the Greenway Master Plan. This two-mile, eight-foot-wide multi-use trail provides a safe connection for neighborhoods, schools and historic sites. It was funded through the approved 2005 bond referendum and Federal and State grants.
2. To contribute to active, healthy lifestyle choices by promoting walking, we completed a Pedestrian Accommodations Master Plan and revised our Zoning Ordinance to more effectively and efficiently connect activity centers with sidewalks and multi-use paths throughout the County.
3. For the fifth consecutive year, the national publication *Library Journal* rated the Williamsburg Regional Library (WRL) as one of the best public libraries in the U.S. by giving it four stars, the only four-star rated library in Virginia. WRL is one of 111 public libraries nationwide, out of more than 7,500 measured, that have received a star rating in all five editions of the publication. WRL serves more than 85,000 people in the area, and the County funds over \$4.06 million for Library operations.

### DID YOU KNOW?

- More than **28,000 building inspections** were performed in FY 2012 to assure that buildings and structures meet minimum standards for public health, safety and welfare.
- **Thirteen neglected buildings** were removed and **eight buildings** were secured against unauthorized entry. **Twenty-three owners** of derelict buildings have been cited under the County's Unsafe Structures Ordinance.
- Over **2,600 diverse recreation programs** were conducted for citizens of all ages.



4. The Mid County Park Master Plan was completed and the process began to replace the aging Kidsburg playground, improve safety and offer self-paced, community recreation. The replacement of the playground included opportunities for public input into the design and vendor selection.
- 
5. The Williamsburg-James City County Schools (WJCC) received over \$78 million from the County during fiscal year 2012 to support operating and capital activities. Expenses increased by 0.8 percent from Fiscal Year 2011, primarily as a result of an increase in employee retirement costs for professional staff and the purchase of school buses.
- 
6. County firefighters installed 252 smoke alarm assist devices in eligible County residents' homes through a Federal Fire Prevention and Safety grant. The assist devices are a new and more effective type of smoke alarm that listens to traditional smoke detectors already installed in a home and emits a more effective low-frequency alarm along with vibration and visual alarms. Additional fire safety information and free smoke alarms were also provided.
7. A contract was finalized with Eco Discovery Park to continue operation of the Jamestown Marina and development of an environmental education park area. Consistent with the County's Shaping Our Shores Master Plan, the Park encourages ecotourism, promotes adventure, recreation and demonstrates sustainable living practices.
8. "Kids Can Cook Too!", a video produced by the County and the WJCC School's School Health Initiative Program (SHIP), followed two Berkeley Middle School students as they learned to cook a healthy meal with a local chef. SHIP is a multi-faceted program that promotes better nutrition and physical activity for students at school and at home. The video program aired on local access channels and on youtube.com/jamecitycounty.

### DID YOU KNOW?

- **739 students** completed the 4th Grade Learn to Swim Program in partnership with the WJCC Schools.
- JCC has **41 miles** of trails and **1,622 acres** of parks and facilities.
- **300 volunteer hours** were used to develop a trail connection between the recently completed Powhatan Creek Trail and the Church on the Main historic site which previously could only be accessed through one neighborhood.



## Vision #3

### WE HAVE A SPECIAL CHARACTER

James City County is known for its beauty as reflected in open spaces, vistas and the health of its ecosystems.

We have a sense of community because there is a range of quality housing that is thoughtfully and logically placed and developed with sustainability in mind.

Our community feels safe in its neighborhoods, which are attractive, pleasant and welcoming places to live.

Business and industry add to our character and want to locate and grow here. We are economically strong with a stable tax base and meaningful jobs. We have a safe, efficient multimodal transportation network that is interconnected with the rest of Hampton Roads and Virginia.

1. Busch Gardens Williamsburg received the Captain John Smith Award at the 18th Annual Celebration of Business held at Jamestown Settlement. The annual award is given by the Economic Development Authority to a business, organization or individual for exemplary contributions in the County business community.
2. Planning staff worked with officials from the City of Williamsburg and York County on a coordinated review of the region's Comprehensive Plans. The collaborative process included the completion of joint studies, a combined Board of Supervisors/City Council meeting, a meeting of all three localities' Planning Commissions and community forums throughout the Historic Triangle.
3. Fifty-three certified volunteers, trained and equipped to help monitor local waterways and watch for trends in water quality, evaluated water quality conditions at 21 sites. Two volunteers monitored bacteria levels in waterways at three locations in the Powhatan Creek watershed. Overall, the results for our County waterways are mixed with some sites showing acceptable water quality and some needing improvement.

### DID YOU KNOW?

#### In Energy

- Thirty-six energy audits were performed, 14 energy retrofits and 4 Earthcraft renovations were completed using the Climate Showcase Communities Grant Program received by the County from the Environmental Protection Agency.
- Two LEED Certified County buildings were constructed and opened, the Law Enforcement Center and Fire Administration.
- An 8 percent electricity reduction was realized in County facilities and greenhouse gas emissions were reduced by 4 percent compared to the previous year.



### DID YOU KNOW?

#### In Public Safety – Police

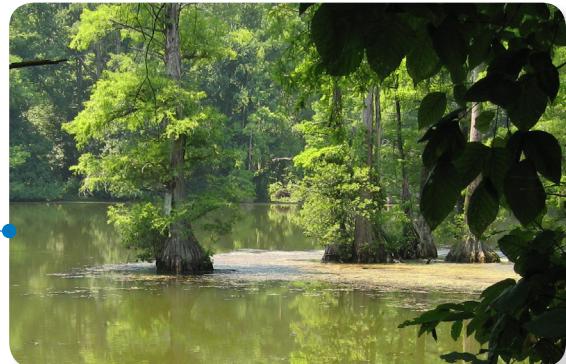
- 7:22 (min/sec) – average response time to high priority police calls.
- Over 30 neighborhoods participated in the National Night Out Program.

4. To enhance our special character, amendments were made in the County's Zoning Ordinance by adding landscaping treatment guidelines for each type of Community Character Corridor, dark sky principles for all outdoor lighting requirements and phased clearing requirements to discourage clear-cutting of sites.
5. The Zoning Ordinance Update included development of a Housing Opportunities Policy and the addition of provisions that offer a developer the incentives to increase affordable and workforce housing in a neighborhood development.
6. Ware Creek is the second largest watershed in the County and is a significant tributary to the York River. To protect the health of the ecosystem and irreplaceable natural resource, a baseline assessment and stakeholder meeting for a Ware Creek Watershed Management Plan was completed and the results will act as a guide for recommendations to improve water quality and stormwater issues.
7. Through a partnership with Virginia Cooperative Extension, we received a grant to promote residential stormwater management practices in neighborhoods. The grant-funded Garden Love program installed two rain gardens as demonstration projects at the County Government Center and began to recruit volunteers for private rain garden installations. Rain gardens reduce the amount of storm runoff and recharge groundwater.
8. The Building Safety and Permits division was awarded special recognition by the Virginia Department of Housing and Community Development (DHCD) for participation and leadership in their Energy Assessment and Code Compliance Program. The County, one of twenty in the State, helped to gather data to benchmark compliance of the 2009 International Energy Conservation Code (IECC). Virginia is a national leader in the enforcement of the IECC.

## DID YOU KNOW?

### In Public Safety – Police

- Clearance rate for violent crimes was **73.1 percent** compared to 54 percent nationwide for a similar population. Clearance rate for property crimes was **26.8 percent**, compared to 18.3 percent nationwide. (Clearance rates are reported by the FBI.)
- Crime rate: **3,447 crimes** (per 100,000 population), **down 4.2 percent** from 2010. James City County has the lowest crime rate on the peninsula. (Source: Uniform Crime Reporting Section, Department of State Police)



## DID YOU KNOW?

### In Water and Sewer

- Over **419 miles** of sewer pipe was maintained by the James City Service Authority (JCSA).
- **1.9 billion gallons** of drinking water was produced by JCSA.

9. Working with Sports Williamsburg, we continued to grow our leadership in sports tourism events by hosting the nationally recognized Football University at Wanner Stadium for the second year. The County also hosted a State softball tournament and Virginia Legacy Soccer events.
10. Our commitment to strengthen the local tourism economy continued this year as the County was designated as a State Tourism Zone. The designation provides local and State incentives to assist tourism businesses.
11. Go Ape USA, a tree top adventure course, was constructed within Freedom Park without added taxpayer expense. The new public/private partnership includes the creation of new jobs, a three percent annual revenue share and reduced admission fees for residents.
12. Economic Development worked with 18 new or existing County businesses leveraging \$7.3 million in capital investment and creating 171 new jobs. Nine of these businesses including Leebcor, Virginia Packing LLC and American Pride Automotive are located in the County's recently expanded Enterprise Zone. Businesses outside the Zone such as The Pavilion at Williamsburg Place, Habitat Re-Store and Williamsburg Pottery also expanded.
13. The County invested in the marketing and development of *Christmas in Williamsburg*, a joint venture between the Williamsburg Area Chamber and Tourism Alliance, Busch Gardens and Colonial Williamsburg. We saw a 30 percent increase in room nights, a 24 percent increase in meals tax and almost an 11 percent increase in sales tax over the previous year.
14. The JCSA completed construction of several projects adding distribution and water production capacities to our water system. Improvements to the Ironbound Road Water Storage Facility and Stonehouse Water Production Facility were completed. The installation of a major water transmission line on Longhill Connector Road was followed by a second phase of improvements from Ironbound Road to Monticello Avenue.



## DID YOU KNOW?

### In Public Safety – Fire

- **5:40 (min/sec) average response time** for first arriving unit, **down 3 seconds** from FY 2011.
- **9,185 Fire/EMS emergency calls** dispatched **up almost 6 percent** from FY 2011.
- **6,147 calls** for emergency medical services, a **3 percent increase** over FY11.

## Vision #4

### WE ARE A COMMUNITY OF CHOICE

**James City County is the County of choice for people of many income levels, cultures and ethnicities.**

1. Three homes were rehabilitated and one structure was demolished as part of the Forest Heights Community Development Block Grant, provided by Virginia Department of Housing and Community Development (VDHCD), and other local, private and Federal funds to build infrastructure and rehabilitate housing.
2. In an effort to serve our diverse community, the County Police Department offered special programs that reached over 300 seniors, minorities and non-English speaking residents to educate and inform about crime prevention. Other targeted programs include Rape Aggression Defense (RAD), RADKids, programs aimed at protecting children from online predators, a Child ID program, identify theft/fraud protection programs and Project Lifesaver.
3. Over 200 families received discounts for Parks and Recreation programs and services during the year through the department's Financial Assistance Program.



### DID YOU KNOW?

#### Housing

- **40 new lots for homes** for mixed-income homebuyers were created in Ironbound Square. **Six new homes** were completed.
- **176 families** found homes under the Housing Choice Voucher Program (Section 8), funded under Housing and Urban Development (HUD).
- **55 households** were assisted through the Homeless Intervention Program (HIP) funded by the VDHCD.
- **41 future homeowners** were educated on the process of buying their first home through the Homebuyer Education Class, funded by the Virginia Housing Development Authority (VHDA).

## Vision #5

### WE HAVE FIRST-CLASS GOVERNMENT

**James City County Government focuses on the needs of the community by fostering citizen participation and involvement in local government. By maintaining a well-trained, professional and ethical staff, we continually strive to make James City County the best community to live, work and visit.**

1. Our new County logo and brand, inspired by the 2007 public art sculpture “Voyage” displayed in Legacy Hall, was introduced. The updated look was designed internally and better reflects the mission, vision and values of the County organization.
2. The County retained its Triple-A bond rating on previously issued general obligation debt from both Fitch Ratings and Standard and Poor’s (S&P) Rating Service. In addition, Moody’s Investors Service affirmed its Aa1 rating for General Obligation Bonds and revised its outlook to positive.
3. Zoning Ordinance revisions were drafted to streamline the development review process to provide greater transparency and predictability, improve communications and foster a positive perception of the review process for all parties involved.
4. A building permit tracking database was introduced on the County website to provide better customer access to permit and inspection status information, reduce the number of inquiries processed by front counter staff and maximize the amount of time inspectors can spend in the field.
5. A new Fire Administration building was opened after renovating the former Law Enforcement Center on John Tyler Highway. The facility houses the Fire Marshal offices, a state-of-the-art training area for Emergency Medical Services and Fire Department operations.

### JCC: THE NUMBERS

- Satellite Services assisted **10,897 citizens** and collected **\$1,136,355** in transactions.
- Over **89 percent of County households** participate in the curbside recycling program. Household recycling materials collected reached **6,146 tons**.



### JCC: THE NUMBERS

- County public meetings were viewed on line almost **40,000 times**.
- Over **19,000 followers** and **subscribers** used the County's social media sites, Facebook, YouTube, Twitter or email lists.
- After Hurricane Irene hit the area in August 2011, the public damage assessment was **\$2.75 million** for County and JCSA facilities.



6. Sixty County employees in leadership roles completed training that focused on building and sustaining trust, important to maintaining a professional and ethical staff.
7. The Police Department's Volunteers in Police Service (VIPS) volunteered approximately 800 hours of service to the community and thousands of citizens received educational and crime prevention materials.

## FY12 Snapshot

- The 2010 U.S. Census indicates that James City County is the 17th fastest growing locality in the Commonwealth.
- Over 200 disabled citizens were accommodated in programs and facilities and over 100 staff members were trained in the new Americans with Disabilities regulations to ensure citizens with disabilities are able to participate in programs and access facilities.
- An estimated 6,000 residents received in Medicaid services each month.
- Over 7,200 residents enrolled in the Supplemental Nutrition Assistance Program.
- More than 200 children were served each month in the Child Day Care Assistance program.
- Child Protective Services completed 62 investigations and 204 family assessments.

## FY12 Capital Projects Completed

- Police Department building
- Fire Administration building
- Longhill and Centerville Roads' intersection improvements
- Government Center Buildings D and E renovation
- Merrimac Trail stormwater improvements
- Warhill and Jamestown High School ball field lighting
- Warhill trail dam decommissioning
- Whistle Walk's stream restoration
- Woodland Farms drainage improvement

## AWARDS, HONORS AND RECOGNITIONS

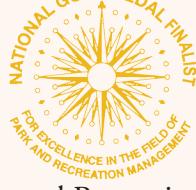
### Police

- **First Place** – “Law Enforcement Challenge” program through the Virginia Association of Chiefs of Police (VACP) for traffic safety and enforcement.
- **Second Place** – International Association of Chiefs of Police (IACP) in a national competition for the same programs above.
- **“Best Team” Marine Patrol** – Awarded by the United States Coast Guard at the Sixth Annual Search and Rescue forum.

### Development Management

- **2012 Achievement Award** – National Association of Counties (NACo) for 2009 Comprehensive Plan.
- **Best in Category** – NACo Best Rural Program award for 2009 Comprehensive Plan.
- **Planning Innovation Award, Technology** – Awarded by the Virginia Chapter of the American Planning Association for the Comprehensive Plan Implementation Tracking tool.

### Parks and Recreation

- **2012 Gold Medal Award Finalist** –  Presented by the National Recreation and Park Association and the American Academy for Parks and Recreation Administration.

### Communications

- **2012 Honorable Mention** – From the National Association of Telecommunications Officers and Advisors for two videos, “Every 30 Minutes” and “Curbside Recycling”.

## **THE BUDGET - AN OVERVIEW**

### The Budget Process

The budgetary process at James City County involves intensive procedures and covers a time span of many months. The process conforms to Title 15.2 of the Code of Virginia.

November:      Reviews of the preliminary budget, revenue forecasts and comprehensive Strategic Management Plan or the basis of County Administrator's Budget Guidance. Capital budget forms released to departments and agencies.

December:      Budget preparation manual and calendar are distributed to departments.

Budget training sessions are held with departments explaining budget calendar and use of forms. Financial assumption data is distributed to departments as well as any financial constraints that must be employed.

Public Hearing	First April Meeting (preferred) or Second, if necessary
Work Sessions	Three dates chosen, after public hearing, prior to adoption.
Budget Adoption	Second April Meeting preferred, or first May meeting, if necessary

January:      Sponsors prepare and submit formal CIP proposals to both Financial and Management Services and the Planning Division.

Pre-budget Public Hearing.

Financial and Management Services completes mid-year Budget Review with County Administration.

Outside agency budget requests are due.

Departmental budgets submitted for review by Department of Financial and Management Services and County Administration.

Human Resource Department and Financial and Management Services complete review of position requests and review those requests with the County Administrator.

February:      Revenue forecasts are reviewed and calculation of School Board's contribution for the next fiscal year is reviewed.

School Superintendent presents a budget request to the School Board.

- March: School Board adopts its budget.
- Final decisions and adjustments by County Administration. Final Proposed Budget prepared with narratives and County Administrator's Message.
- Planning Commission presents CIP Budget to Board of Supervisors.
- April-May: Proposed Budget released to Board of Supervisors, Press and the Public.
- Work Sessions, Budget Public Hearing, Budget adoption and establishment of tax rates.
- May-June: Amendments to the Budget are made as needed prior to start of new fiscal year and are made based on updated information not previously available.
- July: Adopted Budget made available to the Public and Staff for the start of Budget year.
- September: Public hearing on real property tax rate based on actual July 1 land book.

#### Budgetary Basis

Budgets are prepared for all funds with the exception of Trust and Agency Funds. These funds account for money and property held in a fiduciary capacity for individuals or other government entities. These funds do not involve the measurement of results of operations as they are custodial in nature. In addition, there is no requirement to formulate budgets for these funds.

Budgets are prepared on the modified accrual basis of accounting as used for financial reporting purposes. Encumbrance accounting, under which applicable appropriations are reserved for outstanding purchase orders, is employed as an extension of the formal budgetary integration in the General and certain Special Revenue Funds. Encumbrances outstanding at year-end are reported as Reservation of Fund Balances since they do not constitute expenditures or liabilities. Unexpended appropriations lapse at the end of the fiscal year in the General, Debt Service, and those Special Revenue Funds with legally adopted annual operating budgets. Program and project budgets are utilized in the Capital Projects Budget and Community Development funds where appropriations remain open and carry over to the succeeding years.

#### Budget Amendment Process

The Budget may be amended in one of two ways as outlined by the Code of Virginia.

If the amendment would change total revenues (such as the acceptance of a grant), then the governing body must adopt an appropriation resolution to transfer funds from one appropriation group to another. In certain instances, as outlined in the State Code, a public hearing may be required before the governing body can take action.

The County Administrator is authorized to transfer funds between departments/offices within an appropriation group or between budget line items within a particular department/office.

## Organization of Budget

The financial transactions of the County are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. The various funds are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report.

The County Budget includes all funds where financial transactions are recorded, with the exception of Trust and Agency Funds.

The following fund types are used by the County and the Budget Document includes the Capital Improvements Plan.

### Governmental Funds

- a) General Fund - The general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
- b) Special Revenue Funds - Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Virginia Public Assistance  
Community Development  
Special Projects/Grants

- c) Capital Projects - Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary funds).
- d) Debt Service Fund - Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### Proprietary Fund

The focus of Proprietary Fund measurement is the determination of net income. The Generally Accepted Accounting Principles are those applicable to similar businesses in the private sector. The County has no proprietary funds. Included within the Budget Document is the budget for the James City Service Authority since its legislative and executive oversight and management are substantially integrated with those of James City County. The Authority operates water and sewer utility systems in the County and is a distinct legal entity.

The Service Authority budget covers five major projects areas:

Water Fund  
Sewer Fund  
Operations/Administration Fund  
Capital Improvements Program (CIP)  
Debt Service

The General Fund of the County is divided into functional areas, such as Administration, Planning and Development, Public Safety, etc. Each department within a functional area has its own budget; for example, Police, Fire and Emergency Medical Services, within the functional area of Public Safety. The Budget format presents expenditures by functional area and departments within a specific function.

#### Directions, Performance, Measurement and Monitoring

The County Administrator imparts to the departments at the beginning of the Budget cycle the tone and the focus of the overall Budget. This information is based on guidance to him from the Board of Supervisors.

During the fall of each year each department develops individually their overall Objectives and Strategies to be attained during the coming year. These objects provide the basic operating direction for each department, and are linked to the County's Strategic Management Plan. This information is presented within each department's budget.

The Budget document does not provide information regarding performance or the measurement of performance per department. However, departmental objectives are monitored by County Administration by the use of work programs. In addition, each department establishes efficiency and effectiveness measures in regards to their operations. These measures are monitored by the Office of Training and Quality Performance and managed by County Administration.

The Budget is monitored by the issuance of Monthly Management Reports. These reports indicate actual financial results compared to Budget (Revenue-Expenditure). These reports are forwarded to County Administration and Departments for their analysis and management.

Budgetary control is maintained on a line-item basis.

Purchases of goods and services are generally accomplished by the use of a formal purchase order. Funds are encumbered based on purchase orders to insure that an over-spent condition does not exist per Budget line item.

#### Relationship Between the Operating and Capital Budget

There are many features that distinguish James City County's Operating Budget from the Capital Budget. The Operating Budget includes expenditures that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the community. Year-to-year changes in the Operating Budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, the size of the County and the types and level of service that are provided. Resources for the Operating Budget generally come from taxes, user fees, and intergovernmental payments that typically recur from year to year.

The Capital Budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the community. Wide fluctuations are expected in the Capital Budget from year to year depending on the phasing of projects. Resources for the

Capital Budget generally come from bond sales, grants, other one-time sources and transfers from the Operating Budget.

In spite of these differences, the Operating and Capital Budgets are closely linked. The most obvious connection is that the Operating Budget assumes the cost of maintaining and operating new facilities that are built under the Capital Budget. In addition, a portion of the funding for capital projects are transfers from the Operating Fund.

In some cases operational needs drive the Capital Budget. A good example is the Radio System improvement, where the existing system can no longer be maintained and does not offer the capability and flexibility needed to serve citizens adequately.

The resources that support the Operating and Capital Budgets are also linked. Revenue generated in the Operating Fund is channeled to the Capital Budget by means of a transfer. The retirement of bonds issued for the construction of new schools will compete with the service requirements that are funded in the Operating Budget. The Capital Budget on its own does not generate any revenue. This means that some of the revenues that are generated and transferred to the Capital Budget are realized through property tax revenue. This relationship will impact the tax rate and the property taxes that the citizens of James City County will be required to pay.

In order to view the upcoming year's budget, it is important that County officials, employees and the citizens understand the linkage between these budgets.

### Financial Planning

The budget document provides the following information to the citizens of James City County:

- Reflects the fiscal policies of the Board of Supervisors (Introductory Section).
- Indicates and explains the flow of financial resources (Revenues - Section B).
- Outlines the operational focus of the County organization and the individual departments (Section C).
- Outlines the priorities and sources of funding for major capital projects (Section D).
- References historical and current financial information, including the financial condition of each fund in the beginning of the budget and at the end of the year (Section G).

All the components come together as part of a financial plan whose major criteria is:

- That the real estate tax increase be kept to a minimum.
- That resources other than general tax dollars are sought.
- That recommended Capital Projects relate to the Comprehensive and Strategic Management Plans and are prioritized based on available funding.
- That no new or enhanced program initiatives be implemented except those of the highest priority.
- That the school system, which is the largest component of the County's budget, be sufficiently funded.
- That ending fund balances are consistent with prior years and sufficient enough to provide for financial viability.
- That County employees' compensation be based on performance and be consistent with compensation plans within the County's labor market.

The above criteria of the financial planning process was formulated prior to the calculation of revenues and expenses. The adopted budget reflects concurrence with these financial planning criteria.

Overview14

## STATEMENT OF FISCAL GOALS

### General

1. To promote fiscal health of the County by encouraging a healthy diversified economy.
2. To establish minimally acceptable standards of quality for the County's various public services.
3. To take positive steps to improve productivity of County programs and employees.
4. To seek to eliminate duplicative functions within County government and semiautonomous agencies in the community.
5. At least every four years, to reassess services and service levels, utilizing service level standards of quality, seeking citizen advice and review in a zero-based budgeting process.

### Accounting

6. To use accounting procedures and principles established by the Virginia Auditor of Public Accounts and Generally Accepted Accounting Principles (GAAP) and to annually apply to the Government Finance Officer's Association for its Certificate of Conformance in Financial Reporting.
7. To provide full disclosure in annual financial statements and bond representations.

### Capital Improvements

8. To establish capital improvements as public investments, designed to effectively provide the highest net present value, both financially and in the determination of service needs.
9. To seek to maximize the expenditures that support capital investments in the provision of direct services to meet and maintain minimum standards of quality.
10. To annually inventory capital facilities, estimate actual value, and estimate remaining useful life and replacement cost.
11. To establish for capital project requests an annual capital budget based upon the Capital Improvements Plan with "life cycle" costs including operating and maintenance coordinated with the operating budget.
12. To consider recommendations from the Planning Commission for a multiyear Capital Improvements Plan for public facility and infrastructure needs to include roads, water, sewer, land and land improvements, and building and building improvements, considered based upon need and consistent with the adopted Comprehensive Plan.
13. To avoid capital facility or infrastructure investments outside of the Comprehensive Plan's Primary Service Area for residential growth.

14. To develop financing plans for the multiyear improvement program based upon a five-year forecast of revenues and expenditures with advice and counsel from the County's Financial Advisor on proposed capital financing needs.
15. To appropriate, at a minimum, 5% of the cost of major capital projects from recurring revenues.

#### Debt

16. To evaluate alternatives to financing on a pay-as-you-go basis, to include debt financing (pay-as-you-use) for needed services.
17. Outstanding debt of the County whether general obligation, lease revenue or subject to annual appropriation, shall not exceed 3% of the assessed valuation of real property. Outstanding debt of the County should target 7.5% or less and shall not exceed 9% of the County's total personal income in any year. Annual debt service spending should target 10% or less and shall not exceed 12% of total operating revenues, including revenues allocated to James City County for public education. The ten-year payout ratio for all County debt shall target a minimum of 55% of total principal outstanding and shall be no lower than 50% in any one year.
18. To use revenue or other self-supporting bonds instead of general obligation bonds.
19. To avoid long-term debt to finance current operations and short-term debt except for bond anticipation notes.
20. To avoid financing if the term of the indebtedness exceeds the expected useful life of the asset.

#### Investments

21. To make a cash-flow analysis (disbursement, collection, and deposit) of all funds to ensure maximum cash availability. To produce monthly information concerning cash position and investment performance.
22. To pool cash, as permitted by law, from several different funds for investment purposes.
23. To review arrangements with financial institutions on a continued basis for a specified period of time and with specified fees for each service.

#### Operating Budgets

24. To annually forecast revenues and expenditures for the next five years. Projections will include estimated operating costs of future capital improvements that are included in the capital budget.
25. To utilize workload measurements and performance ratings for all funds.
26. To maintain a budgeting control system that helps the County adhere to the budget, with monthly status reports comparing actual revenues and expenditures to budgeted amounts.
27. To provide for adequate maintenance of capital plant and equipment and develop from the fixed asset inventory records a capital asset replacement schedule.

28. To establish a risk management program to safeguard public assets held in trust and to minimize the financial liability arising from accidental injury or death.
29. To remain current in payments to the Virginia Retirement System and to pursue legislative options that reduce or eliminate unfunded pension liabilities.
30. To review operating policies and procedures and facility master plans adopted by the Board of Supervisors in detail at least every three years with proposed revisions accompanied by a financial impact analysis.
31. To annually increase the proportion of expenditures providing direct services to total budgeted expenditures and to annually decrease the proportion of expenditures supporting administration or other non-direct service activities.
32. To finance recurring expenses from recurring revenue sources and to not develop a dependency, within the operating budget, on nonrecurring revenue sources.

#### Reserves

33. To keep the fund balance designated for Fiscal Liquidity at the end of the fiscal year, equal to no less than 8%, with a target of 12%, of the total operating budget (General Fund plus the County's share of the Component Unit Schools).
34. To establish a contingency reserve fund of two percent of the general fund operating budget to pay for needs caused by unforeseen events. The Board shall determine the amount of funds to be held in contingency. The contingency shall be held to help with the following three events: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected needs; and, 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions.
35. To maintain a ratio of cash on hand and short-term investments, divided by current liabilities, of at least 1:1.
36. To establish and, to the extent feasible, fund on an annual basis a capital equipment replacement fund.

#### Revenues

37. To maintain a stable revenue system to shelter the County from short-run fluctuations in any one revenue source.
38. To attempt to establish a diversified revenue system with the maximum local legislative authority to set and change rates and fees.
39. To utilize State and Federal funds in pursuit of County goals and objectives, whenever possible.
40. To the extent feasible, user fees which reflect the cost of service shall be utilized to support programs which may be characterized as special services to specific populations or users with the

full costs, direct and indirect, of activities supported by user fees shall be recalculated at least every three years.

41. To pursue an aggressive policy of collecting property taxes with the level of uncollected property taxes not exceeding 5% and the rate of delinquency not rising more than one year in a row.
42. To the extent possible, the County shall attempt to decrease the dependency on real estate taxes to finance the County's operating budget.
43. To review and update all rates and fees at least every three years.
44. To maximize State and Federal entitlement revenues.

Economic Development

45. To have County staff provide an annual accounting of the net revenue impact from County supported economic development activities. Staff will provide the Board with a recommendation for the application of these revenues. The goal of the recommendation will be to minimize the future burden on the tax rate by providing a revenue stream toward future major capital projects.

Adopted by the Board of Supervisors of James City County, Virginia, this 14th day of November, 2000.

Amended by the Board of Supervisors of James City County, Virginia, this 11th day of July, 2006.

The aforementioned goals represent long-term "strategies" on the part of the Board of Supervisors. The implementation of these goals will be at the discretion of the Board as it applies to individual budget years.



## VISION

WE ARE A HISTORIC PLACE



WE VALUE HEALTHY MINDS  
AND HEALTHY BODIES



WE HAVE  
A SPECIAL  
CHARACTER



WE ARE A  
COMMUNITY  
OF CHOICE



WE HAVE FIRST-CLASS  
GOVERNMENT

## SECTION A COUNTY ADMINISTRATOR'S MESSAGE

## **County Administrator's Budget Message**

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### **To: The Members of the Board of Supervisors**

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The proposed Fiscal Year 2014 budget is presented to you and the citizens of James City County in this document. The County has a two year budget process that allows the Board to adopt a budget for immediate implementation and a second year plan. The second year of the budget is reviewed carefully to assure it is still appropriate. If circumstances have changed, the plan is adjusted accordingly. The adopted plan was approved at \$167,930,000. It included very few new initiatives and was based on conservative revenue estimates due to uncertainty in the federal, state and local economies.

I have used that plan as the chart for spending priorities and have only made slight changes to that plan. I am pleased to report the economy has done better than expected and increased revenue projections are included in this budget.

This proposed budget increases 3.1% over the FY2013 adopted budget to \$171,500,000 and is presented with the following assumptions:

- No tax rate increase
- No fee increases
- No reassessment in real property
- No increase in debt.

This budget includes funds to address the previously identified priority of providing a salary increase to our employees. We are pleased that the increase in revenues beyond the planned amount allows funding for a similar pay increase to the School division's teachers and support staff, which has also been identified as a budget priority. Staying with a conservative spending approach, the majority of the remaining resources have been allocated to expenditures that are of a non-recurring nature, such as capital projects, or those that do not require a commitment beyond one year, such as matching dollars to the State for road work.

### **Cautious Optimism for Slow and Steady Growth**

Since FY2010, which represents the County's economic low point in the recession, the County has seen slow, but steady growth. The County, over the past few years, has conservatively forecast an economic recovery, hedging for uncertainties as the national and global economies have struggled to find their footing. This budget continues that conservative forecast.

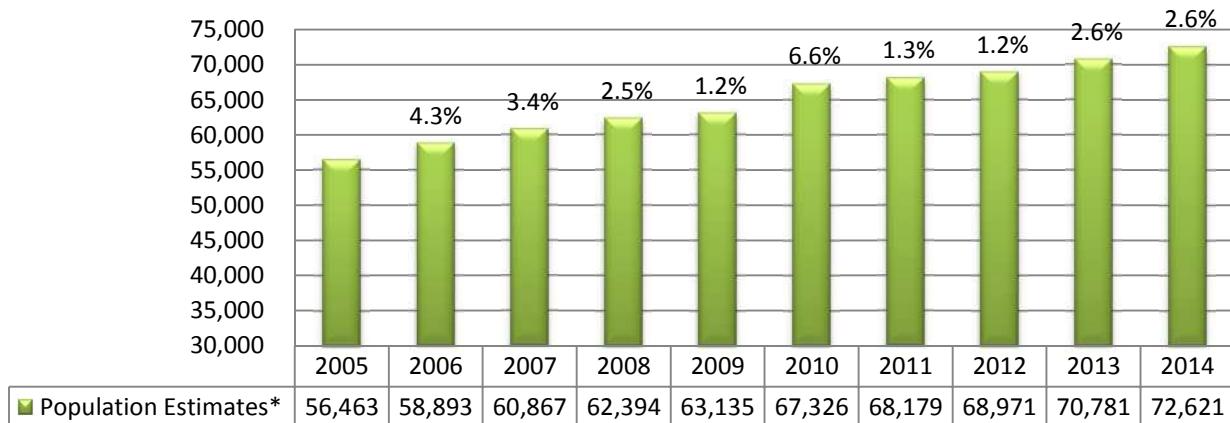
I am cautiously optimistic that the positive trends we are now seeing will continue. While we have budgeted conservatively in this budget year, as the economy improves, the County will need to start restoring some of the cuts that were made several years ago in order to maintain the quality of life I feel our residents expect.

The County's population has continued to grow, even during the economic downturn, although at a slower rate. With the most recent population estimates, James City County is the fastest

## County Administrator's Budget Message

growing locality within the Hampton Roads community and remains one of the fastest growing localities in the State.

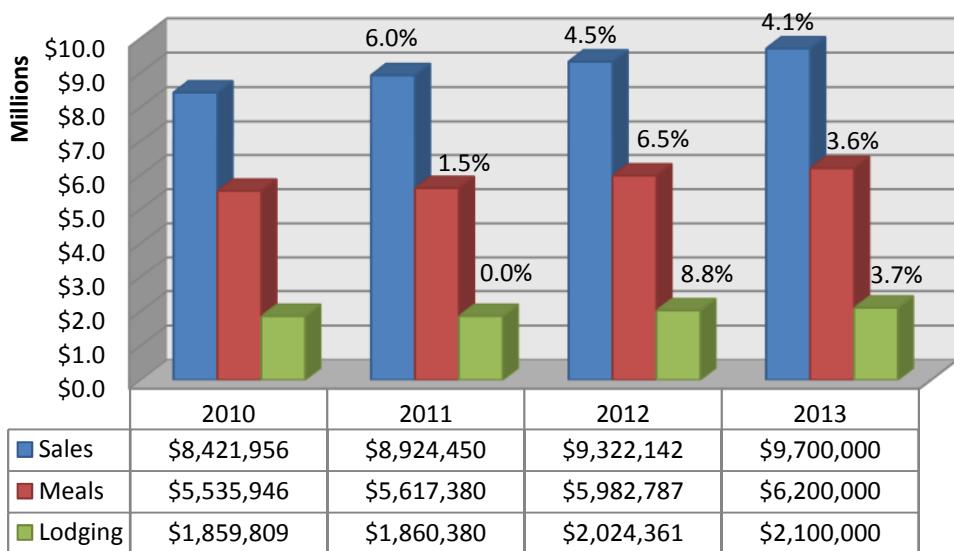
### Population Estimates and % Change Per Year



\*2010 reflects adjusted Census for 7/1

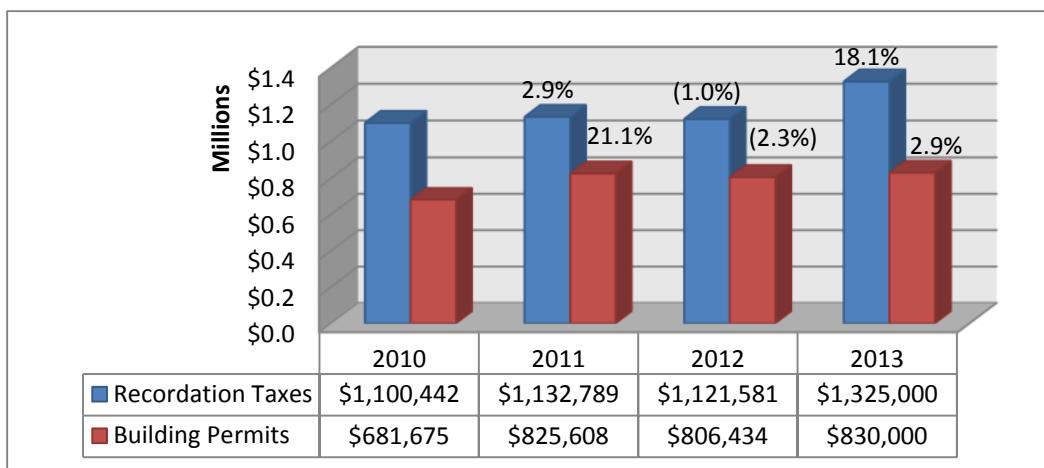
Source: Planning Division

For the past three fiscal years, the County's local economy has improved as evidenced by the County's sales, meals and lodging tax collections. Although regular inflationary pressures account for some of this increase, the rate of growth has exceeded the rate of inflation. Both citizens and visitors are investing in our community by shopping in our stores, eating in our restaurants and staying at our hotels and timeshares. Investments in tourism, such as the Christmas in Williamsburg marketing campaign, the return of the LPGA tournament and increased sporting events have all contributed to this growth. New retail establishments, such as Settler's Market, should help the positive trend continue.



## County Administrator's Budget Message

The housing market had been a driving factor for the national economic downturn and James City County did not escape unscathed. Real estate values fell, foreclosures increased and new construction dropped. The last general reassessment of real estate occurred for FY2013 and lowered values of residential real estate 5.67 percent. However, the County did fare better than many other communities and the County is starting to see a recovery, with building permits beginning to rise, increased sales of existing homes and stabilizing prices. The County assesses real estate every two years and there is no general reassessment for FY2014. I expect the next general reassessment for FY2015 to be reflective of a stabilizing real estate base and do not expect to see decreases similar to those that occurred in FY2013. Related revenues, such as recordation taxes and building permits, particularly in the past six months, are showing signs of sustained growth.



These indicators, in addition to new real estate development and additional vehicles added to the County's personal property tax base, point toward a continued path of slow and steady growth.

## **County Administrator's Budget Message**

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### **GENERAL FUND**

#### **Revenues**

General Fund revenues are estimated to increase 3.1% above the FY2013 adopted figures and 2.1% above the FY2014 Plan amount. These revenue assumptions include no new or increased taxes or fees. Increases in revenues are a result of continued slow and steady growth in both the economy and the community.

The increase in real property tax revenues of 1.3% comes entirely from new development. Personal Property taxes have also increased with a combination of increased value and a 3% increase in the number of autos and trucks.

Consumer spending, as reflected in sales, meals and lodging taxes are all increased by 3% over current year projections. Business and Professional Licenses are also increased by 3% over current year projections based on increased retail, services and construction activity. Revenues from fees and charges for services are up 5.5%, mostly related to increased calls for service for Advanced Life Support/Basic Life Support (ALS/BLS) transports.

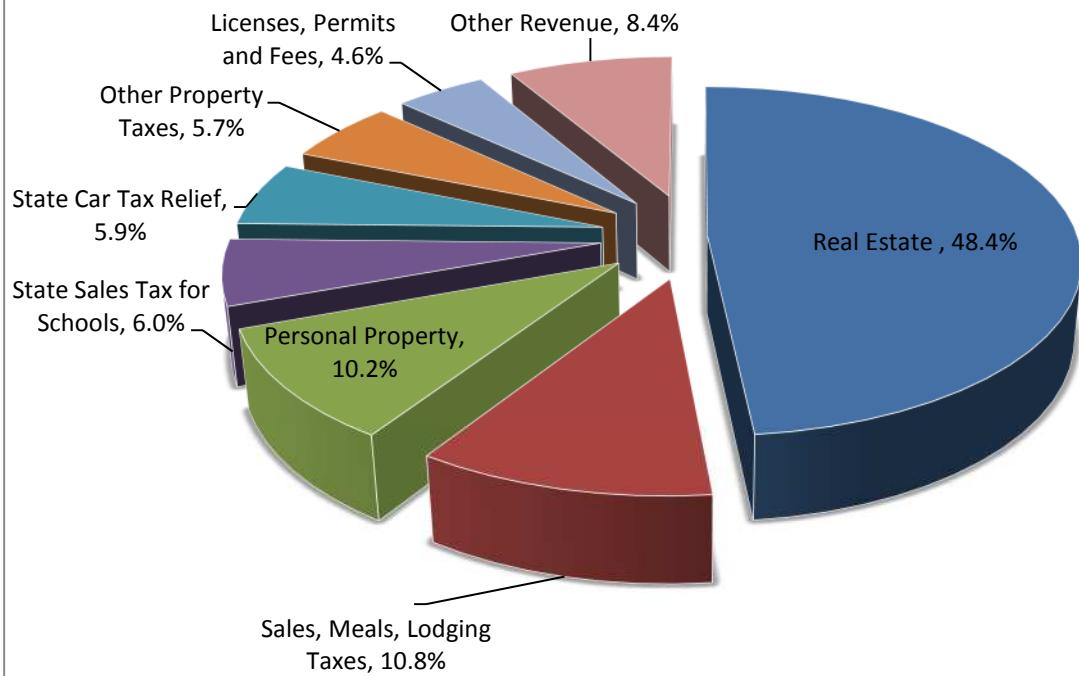
State revenues increase, mostly due to increased estimates of Statewide Sales Tax as reflected in the 5.2% increase in Sales Tax for Education.

## County Administrator's Budget Message

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	<b>FY2013 Adopted</b>	<b>FY2014 Proposed</b>	<b>Share of FY2014 Budget</b>	<b>% Change from FY2013</b>
Real Estate	\$ 81,925,000	\$ 83,000,000	48.4%	1.3%
Sales, Meals, Lodging Taxes	\$ 17,025,000	\$ 18,565,000	10.8%	9.0%
Personal Property	\$ 16,560,000	\$ 17,625,000	10.2%	6.4%
State Sales Tax for Schools	\$ 9,822,908	\$ 10,337,543	6.0%	5.2%
State Car Tax Relief	\$ 9,770,137	\$ 9,770,137	5.9%	0.0%
Other Property Taxes	\$ 9,635,000	\$ 9,797,500	5.7%	1.7%
Licenses, Permits and Fees	\$ 7,245,000	\$ 7,950,000	4.6%	9.7%
Other Revenue	\$ 14,284,180	\$ 14,454,820	8.4%	1.2%
	<b>\$166,267,225</b>	<b>\$171,500,000</b>	<b>100.0%</b>	<b>3.1%</b>

### **FY2014 General Fund Sources of Revenue by Category**



# **County Administrator's Budget Message**

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## **Personnel and Compensation**

### **Compensation**

#### **Performance Increases**

My priority in this budget, as I stated in the first year of the biennium budget, is to provide a base salary increase for eligible County employees. Employees last received a performance increase in FY2009. Most other localities in the Hampton Roads area have given a base salary increase during this time period. A salary increase for County employees is already part of the FY2014 Budget Plan and sufficient funds are available to increase both County and School staff's salaries by 3% effective July 1, 2013.

#### **Maintaining the Compensation Plan**

To maintain our current market-based compensation plan, I am recommending two adjustments. First, I propose that we add 5.7% to the end of each salary range. This will restore employees' salaries to the same relationship to the top of their ranges that they had before receiving the 5.7% VRS offset, which did not increase their take-home pay. This will not cost any additional money in FY2014 and will be reevaluated as part of the Compensation Plan Review during the fiscal year. Second, I am recommending that, after the performance increases have been applied, we move all salary ranges by 2%. This will help keep our ranges, and therefore our starting salaries, competitive. Competitive salary ranges assist with employee recruitment and retention. This structure adjustment will cost about \$30,000.

My proposed budget continues to fund career ladder advancements—salary adjustments for employees who complete the requirements to advance along a career ladder, such as Police Officer I to Police Officer II. It also includes market adjustments to the Deputy Fire and Police Chief positions, which will help bring their salary ranges in line with the market but will not affect their actual salaries.

### **Benefits**

#### **Health Insurance**

Health insurance costs continue to rise as the result of claims experience, medical inflation, and new Health Care Reform fees that take effect in 2014. These costs have been included in our health insurance premiums. This budget proposes a 10% increase in the County's contribution towards health insurance premiums and an average increase in employee contribution of about 9%, depending on plan. So that we are proactive in managing costs and identifying cost savings, I have increased our health insurance premiums to provide funding for a benefits consultant to help the County and Schools go out to bid for health insurance, comply with Health Care Reform requirements and identify cost savings. This spreads the cost of the consultant out to all entities who participate in our health insurance pool and the consultant will be paid from those pooled funds.

## **County Administrator's Budget Message**

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The budget also funds health insurance premiums for 16 positions whose incumbents we anticipate will work an average of between 30 and 40 hours per week in calendar year 2013. This is a new requirement of the Health Care Reform Law and is effective January 1, 2014. Ten of these positions are part-time regular positions with incumbents in them. We analyzed temporary positions that have been averaging 30 hours per week. Six of those temporary positions are recommended for health insurance funding because the continuity of having the same individual perform the duties is important to the quality of the work, such as Park Rangers and Before and After School and Summer Camp Assistant Site Supervisors.

### **Other Benefits**

No other benefit costs increase.

### **Positions**

Only one new regular position is included in the proposed budget—the full-time regular Secretary position for the Police Department that is already included in the two-year budget plan. This position is needed to take administrative duties from sworn officers freeing them up to perform police work. Some part-time and temporary hours have been added to provide needed assistance in several departments. A number of requests for positions were analyzed and it was determined not to add them this year, but several will be likely for FY2015. And where we could no longer make a direct correlation between grant funding and a particular position, I have proposed changing the position type from Limited Term to Regular.

### **Recognition**

In our ongoing organizational development activities, we have identified department performance recognition as a necessary and valuable tool. We have developed a minimum standard for department recognition programs and all departments have developed and implemented their own program. This budget includes \$17,000 to support those programs. This is the aggregate amount for all departments and a proportional piece is found in each department's budget. The inclusion of funds in each department's budget will ensure that all departments' recognition programs are supported and that funding is equitable among departments. These programs are important tools for reinforcing desired outcomes and behaviors and retention of high performers and will help us to maintain the high quality of our staff.

### **Non Personnel-Related County Operating Expenditures**

Over the past several years, the County has been retrofitting buildings with more energy efficient heating and lighting elements. Leadership in Energy and Environmental Design (LEED) Certifications for the renovations to Building D, the new Fire Administration building, and the new Police building have all resulted in reduced energy costs per square foot.

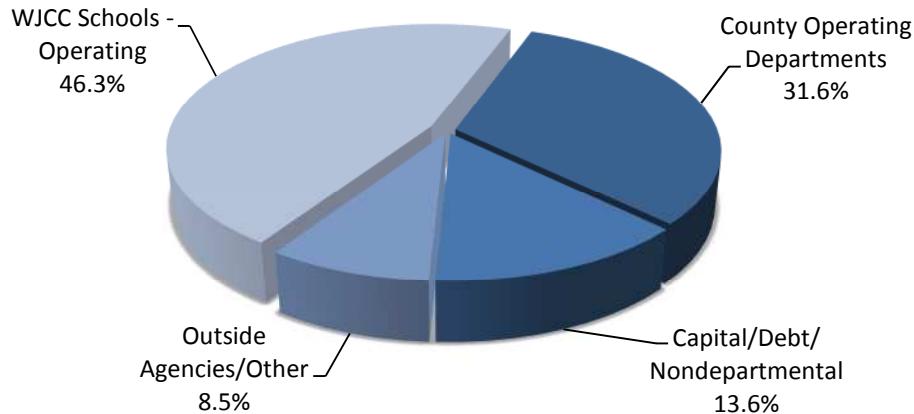
## County Administrator's Budget Message

FY2014 will also begin the five-year update to the Comprehensive Planning process, which will include at a minimum, the Land Use section of the Plan. The proposed budget includes funding for a community survey so the County can evaluate progress made since the last Comprehensive Plan update and plan for the next five years.

This budget is also reflective of the elimination of the Local Aid to State Government, where the County returned money to the State for programs where the State provides support to localities for areas such as Constitutional Officers and Police departments. The savings to the General fund is \$149,200.

	FY2013 Adopted	FY2014 Proposed	Share of FY2014 Budget	% Change from FY2013
County Operating Departments	\$ 52,204,109	\$ 54,278,269	31.6%	4.0%
Capital/Debt/Nondepartmental	\$ 23,577,097	\$ 23,304,701	13.6%	-1.2%
Outside Agencies/Other	\$ 13,796,514	\$ 14,562,431	8.5%	5.6%
WJCC Schools - Operating	\$ 76,689,505	\$ 79,354,599	46.3%	3.5%
	<b>\$166,267,225</b>	<b>\$171,500,000</b>	<b>100.0%</b>	<b>3.1%</b>

### FY2014 General Fund Spending by Category



## **County Administrator's Budget Message**

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### **Education**

The County's educational system plays an important role in the County achieving its community vision to have healthy minds and healthy bodies. The County shares local school funding with the City of Williamsburg and will pay 90.46% of that cost in FY2014. The School Superintendent has presented a proposed budget to the School Board that includes an increase of \$2,665,094 in County funds to be contributed to the operations of the Williamsburg-James City County Schools. This recommendation fully funds that request.

### **Outside Agencies**

Funding requests from Outside Agencies are critically reviewed by a variety of staff. In each assessment, the County determines if our funds are appropriately used and if the service received continues to be a benefit to the community. Most Outside Agency requests were funded at the FY2014 Plan amount.

**Community Service Agencies** like Avalon and Williamsburg Meals on Wheels work in collaboration with the County to provide safety net services for the County's neediest citizens. One of the programs in this area, the RIDES program, is a collaboration of local area senior transportation providers and provides simple, affordable access to health care services. Previously, this was included as part of the Historic Triangle Senior Center. It is now shown separately. Funding for the Historic Triangle Senior Center for their activity programs continues at its planned amount.

**Business and Regional Associations** are important partners; a slight increase in funding has been allocated to the Peninsula Council for Workforce Development.

**Educational and Environmental** agency requests include a slight increase in funding for the Hampton Roads Planning District Commission.

**Public Safety Agency** budget requests include increased funding to the James City-Bruton Volunteer Fire Department and the JCC Volunteer Rescue Squad.

The **Health Services and Regional Entities** category includes agencies that receive relatively significant levels of County funding, such as Olde Towne Medical Center, Williamsburg Regional Library (WRL), Williamsburg Area Transport Authority (WATA), Virginia Peninsula Regional Jail, Merrimac Center, Colonial Behavioral Health, and the Peninsula Public Health Department. Many of these agencies are allocated increased funding as many are also implementing some pay increases for their staff.

### **CAPITAL PROJECTS FUND**

The Capital Projects Fund includes both a one-year FY2014 **Capital Budget** and a four-year **Capital Improvement Plan**. The Capital Budget for FY2014 totals \$6,109,000 and does not include any debt financing of projects; it is funded with cash from ongoing revenues, anticipated year end General Fund balance and one-time revenues.

## **County Administrator's Budget Message**

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Over \$2,000,000 in funding is provided to the School division for a variety of school rehabilitation projects, HVAC projects, and technology upgrades.

County projects include increased funding for the replacement Fire Station #4. This is for VDOT and soil treatment requirements and I did not feel that compromising the functionality of the Fire Station was appropriate in order to stay within the original plan amount. Other Public Safety projects include a replacement medic unit and replacement Mobile Data Terminals for police, fire, emergency medical, and sheriff vehicles.

Aging analog cameras used to cover public meetings will be replaced with digital technology as well as the monitors and projectors to receive digital feeds. This continues the County's efforts to switch from analog to digital broadcasting since the 2009 digital TV transition. Funding is also provided for increased video capabilities in the new meeting space in Building D, which will allow us to supplant the limited work session space currently used in Building F.

Infrastructure improvements at both Chickahominy Riverfront Park and Jamestown Beach account for the majority of capital funding allocations to Parks and Recreation projects. Investments in stream restorations, neighborhood drainage projects and improvements to public stormwater facilities continue. Investments in HVAC replacements in two buildings will continue to make the County more energy efficient.

The **Capital Improvement Plan** totals \$76,074,000 and FY2015 through FY2018 will be revisited and revised in each of the future years. Debt financing would be expected to fund the majority of this plan with the financing taking place in every other year. A consolidated and replacement General Services building and a major renovation to the Human Services Building are planned for FY2015. A large part of this plan, however, contains placeholders, as final decisions for the relocation of central and administrative offices for the School Division and the return of a functional James Blair Middle School have not yet been made.

### **OTHER FUNDS**

The County operates separate funds for those public services that do not depend on local tax money – the major revenue sources are Federal and State or user fees for specific services, like water and wastewater.

The **Department of Social Services** (DSS) continues to provide a safety net for basic community services to County residents. The overall budget decreases 1.0%, with local funding decreasing 2.7%. A change in the formula for federal funding in "Pass Through" monies was favorable and provided some reduction in local funding. Both a full-time and a part-time Social Work Assistant position have been eliminated due to a reduction in the number of children in foster care and increased efficiencies that have been achieved by moving toward a model of self-sufficiency for clients.

**Special Projects/Grants** is the fund used to account for one-time non-capital projects, grant-funded projects or major program spending like the Comprehensive Services Act (CSA). Newly

## **County Administrator's Budget Message**

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included in FY2014 are revenue sharing match funds for three road projects that, in November, the Board had indicated are road priorities for the County. I am not proposing any additional road projects until more information is available about the new State transportation bill that was passed in the General Assembly. Also new to this fund are Fire Program funds and Four for Life funds. These are State grant funds that were previously accounted for in the Donation Trust Fund for many years and a change in the accounting treatment from the State allows for it to be more appropriately shown in this fund. These funds are used for fire personal protective equipment (turn out gear) and will also support the Volunteer Fire Department and Volunteer Rescue Squad for allowable expenses.

**Housing and Community Development** is actively involved in Community Development Block Grant (CDBG) programs in low-income areas and provides housing assistance under Federal programs such as Section 8. I have not included in the proposed budget the appropriation for the Neighbor's Drive CDBG project as the timing of the acceptance of the award is not until the summer of 2013. At that time, I will bring a separate award and appropriation to the Board.

**Colonial Community Corrections** operates community-based probation and pre-trial services for six localities. The overall budget increases 2.6%. The federal government through its National Institute of Corrections (NIC) grant currently funds a full-time limited term Agency Director position.

The **Tourism Investment Fund** makes investments in venues, sponsors special events, and develops beautification projects, regional marketing initiatives, and other programs and projects that would work to attract visitors to the County. Funding comes from two sources, 60% of the revenues collected by the County's 5% lodging tax and 100% of a special assessment of \$2 per lodging night (directed by law to the Williamsburg Area Destination Marketing Committee). Increased funding is allocated to Preservation Virginia to significantly enhance programs at Historic Jamestowne that are directly related to the County. Funding is allocated to continue support of the LPGA tournament at the Kingsmill Resort and the successful marketing campaign for Christmas in Williamsburg.

### **JAMES CITY SERVICE AUTHORITY**

The James City Service Authority (JCSA) acts as the County's water and sewer utility and provides these services in parts of the County. The JCSA is financed entirely by user fees and receives no tax money from James City County. Beyond the normal operations of a utility, the JCSA capital budget targets additional engineering and construction costs related to requirements of the Federal Environmental Protection Agency and State Department of Environmental Quality for mandated sewer system improvements. These mandated services, under a Consent Order, cover all of Hampton Roads and impact every community.

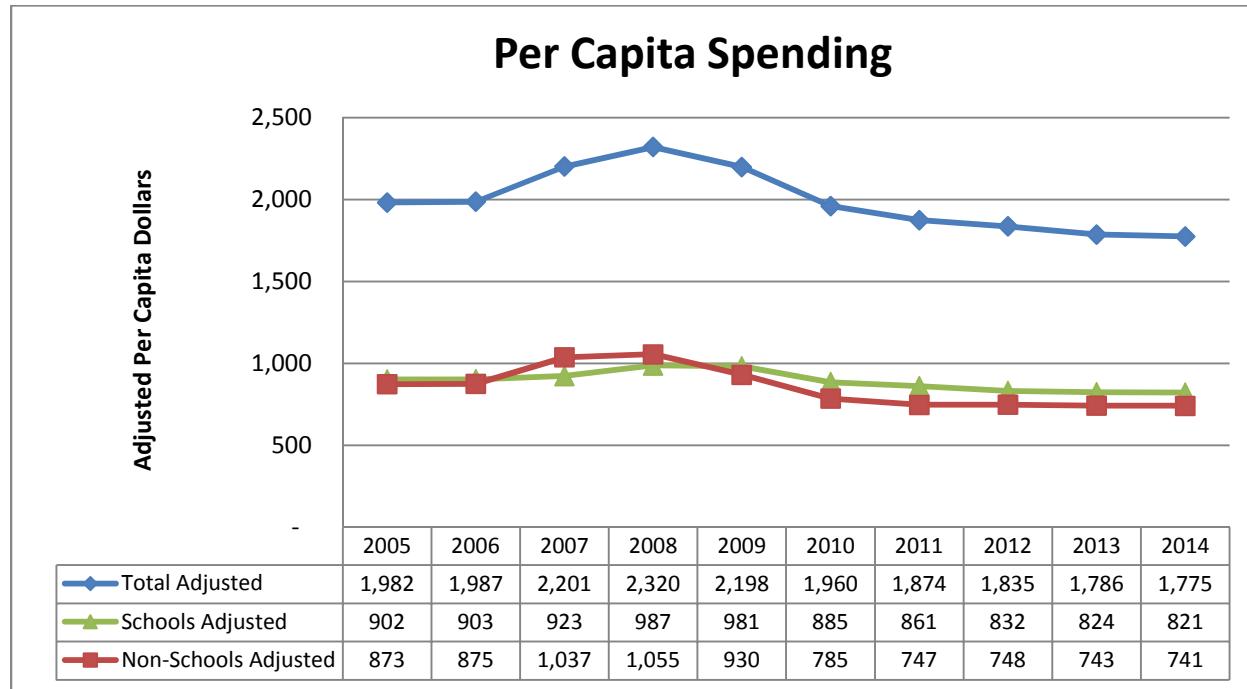
## County Administrator's Budget Message

The FY2014 Operating Budget for the JCSA decreases 1.9% from the adopted FY2013 budget, primarily due to the retirement of the debt associated with the construction of the Five Forks Groundwater Treatment Facility. Additionally, at this time last year, the FY2014 plan included a sewer service rate increase of 5%. This planned increase is eliminated. The planned increase was to fund the on-going sewer infrastructure rehabilitation requirements of the JCSA's Consent Order from the Virginia Department of Environmental Quality. The rate increase was eliminated from the FY2014 budget because Consent Order requirements and deadlines changed over the past year and will continue to evolve through FY2014.

The FY2014 JCSA Capital Budget totals \$4,390,911 and is funded by facility charges provided by new connections and a transfer of funds from water and sewer revenues. This is the first time since the early to mid-1990s that water and sewer service charge revenues are being transferred to the CIP program. Historically, the CIP has been funded by connection fees. Increased expenditures for the Consent Order and reduced connection fees resulting from the economic downturn have made this change necessary. Highlighted funding includes the Mirror Lakes Dam mitigation project, replacement of heavy equipment vehicles and Consent Order requirements.

### SUMMARY

I am optimistic that the County will continue to be on a slow and steady recovery. This budget continues a fiscally responsible approach in balancing current and future community needs. The County has continued to grow, and the population has increased, while per capita spending has decreased. It has been challenging for both the County and the School division to continue to provide the quality service that our citizens expect. Both population and inflation have outpaced the growth in the County's budget, with per capita spending anticipated to decrease by 0.1% in FY2014.



## **County Administrator's Budget Message**

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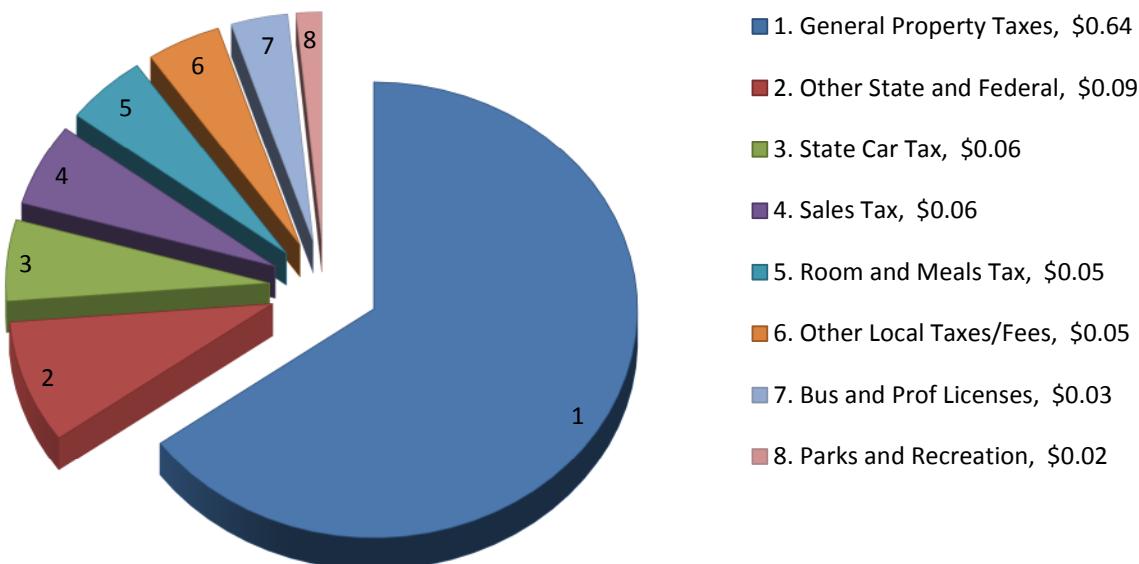
I believe that for the County to remain a high quality community with a superb quality of life, this trend will not be sustainable in the long term. I anticipate that the challenge in the next biennium budget (FY2015/FY2016) will be in making the investments that will be needed to keep us a quality community.

Respectively submitted,

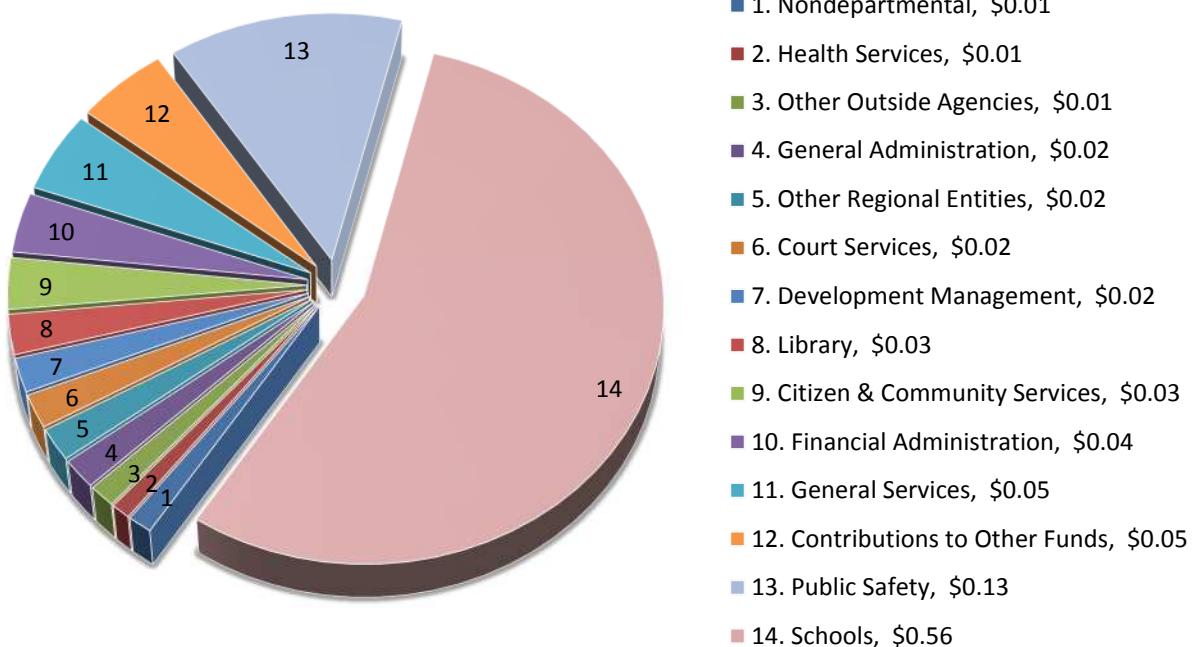
Robert C. Middaugh  
County Administrator

## County Administrator's Budget Message

### FY2014 - Where each dollar in the County comes from



### FY2014 - How each dollar in the County is spent



## **County Administrator's Budget Message**

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### Changes from the Proposed to Adopted FY2014 Budget

- A decrease of \$9,023 to Williamsburg Regional Library System and Arts Center funding.
- A decrease of \$6,803 to Contributions to Other Funds for Colonial Community Corrections funding.
- An increase of \$13,468 to Other Regional Entities for Virginia Peninsula Regional Jail funding.
- An increase of \$15,000 to Other Outside Agencies for Hampton Roads Economic Development Alliance funding.
- A transfer of personnel dollars from Development Management to Planning and from Communications to County Administration resulting in no net increase or decrease.
- A decrease of \$30,000 to General and Capital Services to remove funding for Government Center signage.
- An increase of \$2,970 to Fire/EMS to reflect a fringe calculation adjustment for health insurance.
- An increase of \$1,579 to Court Services to adjust for Circuit Court video teleconferencing costs.
- A decrease of \$565 to Animal Control for DEA license renewal that is not required until FY2015.
- A decrease of \$950 to Planning to eliminate duplicate funding for new historic sign from Historic Commission.
- A net increase of \$14,324 in Operating Contingency resulting from a decrease in funding to Williamsburg Regional Library and Colonial Community Corrections, and increase in funding to the Virginia Peninsula Regional Jail and Hampton Roads Economic Development Alliance, and a net decrease in departmental budgets.



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## SECTION B GENERAL FUND REVENUES

## Detailed Summary Revenues

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		<b>FY 2013 Adopted</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Plan</b>	<b>FY 2014 Adopted</b>
<b>B-2</b>	<b>General Property Taxes</b>	\$108,120,000	\$108,897,376	\$109,645,000	\$110,422,500
<b>B-4</b>	<b>Other Local Taxes</b>	19,050,000	20,235,000	19,250,000	20,860,000
<b>B-5</b>	<b>License, Permits and Fees</b>	7,245,000	7,715,000	7,413,000	7,950,000
<b>B-6</b>	<b>Fines and Forfeitures</b>	300,000	300,000	300,000	300,000
<b>B-7</b>	<b>Revenues from Use of Money and Property</b>	185,000	185,000	185,000	185,000
<b>B-8</b>	<b>Revenue from the Commonwealth</b>	25,513,000	25,574,814	25,850,000	26,238,600
<b>B-10</b>	<b>Revenue from the Federal Government</b>	7,000	7,000	7,000	7,000
<b>B-11</b>	<b>Charges for Current Services</b>	5,080,000	5,235,927	5,150,000	5,378,600
<b>B-12</b>	<b>Miscellaneous Revenues</b>	817,225	170,575	130,000	158,300
<b>TOTAL REVENUES</b>		<b>\$166,317,225</b>	<b>\$168,320,692</b>	<b>\$167,930,000</b>	<b>\$171,500,000</b>

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Real Estate	\$ 81,925,000	\$ 82,100,000	\$ 82,675,000	\$ 83,000,000
Personal Property	16,560,000	17,050,000	17,335,000	17,625,000
Mobile Homes	65,000	65,000	65,000	65,000
Machinery and Tools	5,600,000	5,611,910	5,600,000	5,650,000
Public Service	1,725,000	1,792,966	1,725,000	1,800,000
Delinquent Real Estate Taxes	1,165,000	1,100,000	1,165,000	1,100,000
Delinquent Personal Property	370,000	450,000	370,000	450,000
Delinquent Mobile Homes	10,000	7,500	10,000	7,500
Penalties and Interest	700,000	720,000	700,000	725,000
Total	\$ <u>108,120,000</u>	\$ <u>108,897,376</u>	\$ <u>109,645,000</u>	\$ <u>110,422,500</u>

**BUDGET COMMENTS**

**General Property Taxes** include revenues received from levies made on real and personal property of County property owners and business establishments.

**Real Estate Property Taxes** on residential and business land and buildings are based upon a tax rate per \$100 of assessed value, which is adopted by the Board of Supervisors during the budget process. The tax rate is then applied to the assessed value of individual property, as determined by the Real Estate Assessor during the assessment process. The Commonwealth of Virginia requires localities to assess real property at 100% of market value. Market value is the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale.

The adopted FY2014 revenue, when compared to the adopted FY2013 figure, represents an increase of 1.3%. This increase is attributed solely to new development as there was not a general reassessment or an increase in the tax rate.

**Personal Property Taxes** are assessed by the Commissioner of the Revenue on four major property categories - individual personal property, business personal property, mobile homes, and machinery and tools. The tax rate is \$4.00 per \$100 of assessed value. Individual and business vehicles are assessed at 100% of loan value as determined by the National Automobile Dealers Association. Business equipment, machinery, and tools are assessed at 25% of capitalized cost. Mobile homes are assessed at current market value and are billed at the real estate tax rate. The State currently subsidizes localities with a total amount for taxes on some vehicles used for personal use and, as a result, the collection of personal property taxes has partially shifted from local taxpayers to the State under the State's "Car Tax" initiative. The chart on page B-9 illustrates the impact. Unaffected by the State's "Car Tax" initiative are County personal property assessments on boats, airplanes, trucks, trailers, and business personal property. Overall, local personal property collections are expected to increase in FY2014 by 6.4% when compared to FY2013 budget based on growth in both the number and value of vehicles.

***BUDGET COMMENTS, Continued***

**Machinery and Tools** are those items of business personal property that are used in a manufacturing application and the assessment of machinery and tools is based on costs.

**Public Service Assessments** are performed by the State Corporation Commission on property owned by regulated public utilities, which include railroads, electric, telephone, gas, and telecommunications companies. The assessments are based on value and the effective true tax rate. This rate is calculated by multiplying the nominal tax rate of \$0.77 by the median sales assessment ratio. The most recent information available is for 2012 when the ratio was 100%, making the effective true tax rate \$0.77 per hundred.

**Delinquent Tax Collections**, in total, are expected to increase modestly.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Local Sales Tax	\$ 9,175,000	\$ 9,700,000	\$ 9,275,000	\$ 10,000,000
Transient Occupancy Tax	1,950,000	2,100,000	1,950,000	2,165,000
Meals Tax	5,900,000	6,200,000	6,000,000	6,400,000
Delinquent Taxes	25,000	35,000	25,000	40,000
Deeds of Conveyance	300,000	325,000	300,000	330,000
Bank Franchise Tax	600,000	550,000	600,000	575,000
Recordation Taxes	1,100,000	1,325,000	1,100,000	1,350,000
Total	\$ <u>19,050,000</u>	\$ <u>20,235,000</u>	\$ <u>19,250,000</u>	\$ <u>20,860,000</u>

**BUDGET COMMENTS**

Other Local Taxes include the budget for the 1% **Local Sales Tax**. This tax is collected with the 4.0% State sales tax at the time of sale, and remitted to the County. The FY2014 budget is projected to increase by 3.1% over FY2013 projected collections.

**Transient Occupancy Room Tax** revenues are those received from the 5% tax imposed on hotel, motel room sales, and rental condominium units. Sixty percent of this tax revenue is targeted toward tourism in compliance with State law. Receipts are expected to increase 3.1% when compared to FY2013 projected collections.

The **Meals Tax** represents a tax on prepared food and beverages. The County levies a 4% tax. Because of the impact on tourism in the County, it is estimated that 70% of the revenue is generated by nonresidents of the County. These revenues are expected to increase 3.2% when compared to FY2013 projected collections.

**Deeds of Conveyance** records revenue received from the tax imposed on conveyance of property deeds. The tax is based on the value of the property involved. Revenues are expected to increase modestly over FY2013 projected collections.

**Bank Franchise Tax** represents revenue received from the tax imposed on bank deposits in County bank branches, less certain allowable deductions. This revenue stream is expected to increase modestly over FY2013 projected collections.

The **Recordation Taxes** are fees levied for documents recorded at the Clerk of Circuit Court's Office. Fees vary based on the type of document and the value of real estate. FY2013 projected collections are significantly exceeding the FY2013 budget. A conservative increase is projected for FY2014.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Bus. and Prof. Licenses	\$ 5,450,000	\$ 5,700,000	\$ 5,550,000	\$ 5,900,000
Motor Vehicle Licenses	135,000	135,000	135,000	135,000
Business License Penalty	100,000	125,000	100,000	125,000
Business License Interest	25,000	30,000	25,000	30,000
Delinquent Business and Professional Licenses	60,000	300,000	60,000	300,000
Utility Consumption Fee	382,000	310,000	400,000	310,000
Building Permits	800,000	830,000	850,000	855,000
Planning and Zoning Fees	100,000	100,000	100,000	100,000
Dog Licenses	20,000	20,000	20,000	20,000
Septic Tank Permit Fees	3,000	5,000	3,000	5,000
Stormwater Inspection Fees	60,000	50,000	60,000	60,000
Erosion Control Fees	110,000	110,000	110,000	110,000
Total	\$ 7,245,000	\$ 7,715,000	\$ 7,413,000	\$ 7,950,000

**BUDGET COMMENTS**

This budget provides for revenues received from various permit and privilege fees required by the County.

**Business and Professional License Fees** are collected in May of each year and are based on the previous calendar year's business gross receipts. Adjustments have been made to the budgets to more accurately reflect the split between current and delinquent collections. Overall, this revenue stream is expected to increase 3.3% over current collections.

**Motor Vehicle Registration Fees** are based on an initial fee of \$10 for vehicles registered in the County; there is no annual local fee.

**Utility Consumption Fee** revenues are assessed and collected by the State. These are paid by consumers as a part of power bills. A portion is then forwarded to the locality and is approximately 25% of the State assessment.

**Planning and Zoning Fees, Erosion Control Fees, and Building Permits** are based on the volume of development and are used to offset costs from the Development Management Department and cost allocations from internal service departments. **Building Permits** revenue is expected to increase 3.0% over expected FY2013 projections. **Planning and Zoning Fees and Erosion Control Fees** are expected to remain level.

**Dog Licenses** are \$5.00 per year for spayed/neutered dogs and \$8.00 for unaltered dogs. Three-year licenses are also available.

**Septic Tank Permit Fees** are \$100 and are used to offset inspection and soil testing costs necessary to establish appropriate sites for septic tanks.

**Stormwater Inspection Fees** offset the cost of stormwater construction inspection activities. The fee is assessed at \$900 per BMP and \$0.90 per linear foot of storm drain or channel.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Fines and Forfeitures	\$ <u>300,000</u>	\$ <u>300,000</u>	\$ <u>300,000</u>	\$ <u>300,000</u>

**BUDGET COMMENTS**

This category of revenue reflects monies received from the imposition of fines on persons charged with violations of County ordinances and are projected to remain level.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Rent	\$ <u>185,000</u>	\$ <u>185,000</u>	\$ <u>185,000</u>	\$ <u>185,000</u>

**BUDGET COMMENTS**

Rent payments from the leasing of radio tower space are shown here.

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 13 Projected</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
<u><b>Non-Categorical Aid:</b></u>				
Recordation Tax Distribution	\$ 550,000	\$ 500,000	\$ 550,000	\$ 500,000
HB 599 Payments	1,320,500	1,320,500	1,320,500	1,320,500
State Car Tax Reimbursement	9,770,137	9,770,137	9,770,137	9,770,137
Communication Sales and Use Tax	1,700,000	1,800,000	1,700,000	1,850,000
Car Rental Sales Tax	70,000	90,000	70,000	90,000
Mobile Home Tax Commissions	30,000	30,000	30,000	30,000
Rolling Stock Tax	51,000	51,000	51,000	51,000
DMV Satellite Office	50,000	50,000	50,000	50,000
	<u>13,541,637</u>	<u>13,611,637</u>	<u>13,541,637</u>	<u>13,661,637</u>
<u><b>Shared Expenses (Categorical):</b></u>				
Sales Tax for Education	9,822,908	9,822,908	10,159,460	10,337,543
Share of Expenses for:				
Treasurer	150,902	150,902	151,350	155,891
Commissioner of the Revenue	157,500	157,500	157,500	162,225
General Registrar	47,000	47,000	47,000	47,000
Sheriff	676,119	676,119	676,119	696,403
Commonwealth's Attorney	496,248	496,248	496,248	511,135
Clerk of the Circuit Court	463,186	455,000	463,186	477,082
	<u>11,813,863</u>	<u>11,805,677</u>	<u>12,150,863</u>	<u>12,387,279</u>
<u><b>Categorical Aid:</b></u>				
Commission for the Arts	5,000	5,000	5,000	5,000
Wireless Board	<u>152,500</u>	<u>152,500</u>	<u>152,500</u>	<u>184,684</u>
	<u>157,500</u>	<u>157,500</u>	<u>157,500</u>	<u>189,684</u>
Total	\$ <u>25,513,000</u>	\$ <u>25,574,814</u>	\$ <u>25,850,000</u>	\$ <u>26,238,600</u>

**BUDGET COMMENTS**Description

This budget provides for revenue received from the Commonwealth of Virginia in three categories - Non-Categorical Aid, Shared Expenses (Categorical), and Categorical Aid. Non-Categorical Aid includes revenues which are raised by the State and shared with the local government. The use of such revenues is at the discretion of the local government. Shared Expenses (Categorical) includes revenues received from the Commonwealth for the State's share of expenditures in activities that are considered to be joint responsibilities. Categorical Aid includes revenues received from the Commonwealth, which are designated by the Commonwealth for a specific use by the local government.

Change

State revenue estimates for FY2014 are 2.8% higher than the FY2013 budget. This is mostly related to a 5.2% increase in State Sales Tax for Education. These numbers are based on State estimates received as of the date this document was published. This is based on a formula where the County receives a portion of overall State Sales Tax revenues. Communication Sales & Use Taxes have been adjusted based on expected FY2013 collections.

The State Car Tax Reimbursement is the State's share of the "No Car Tax" initiative and it has the following impact on local taxpayers:

	FY 13 <u>Adopted</u>	FY 14 <u>Plan</u>	FY 14 <u>Adopted</u>
Local Collections From the Commonwealth	\$ 16,560,000 <u>9,770,137</u>	\$ 17,335,000 <u>9,770,137</u>	\$ 17,625,000 <u>9,770,137</u>
	\$ <u>26,330,137</u>	\$ <u>27,105,137</u>	\$ <u>27,395,137</u>

The FY2014 projection reflects the permanent cap on the State's current share of the "Car Tax" that began in 2006. The State is projected to pay approximately 53% of the "Car Tax" for an eligible personal use vehicle.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Payments in Lieu of Taxes	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>

**BUDGET COMMENTS**

This budget provides for payments received from the Federal Government in lieu of taxes. Federal facilities partially located in the County include the Naval Weapons Station, Camp Peary, and Colonial National Park.

While the County General Fund realizes little in Federal funds, other County activities receive Federal funds as their principal financing source. These include the Departments of Social Services and Community Development. These budgets are shown in Section F of this document in addition to any Federal funds specifically related to grants. The Williamsburg-James City County Schools also receive Federal funds.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Excess Fees - Clerk Sheriff, Deputies, and Jail Fees	\$ 165,000 145,000	\$ 165,000 125,000	\$ 165,000 145,000	\$ 175,000 130,000
Other Fees for Service	85,000	65,000	85,000	66,500
Parks and Recreation Revenues	2,558,000	2,580,927	2,561,000	2,631,100
ALS/BLS Fees	2,127,000	2,300,000	2,194,000	2,376,000
Total	\$ <u>5,080,000</u>	\$ <u>5,235,927</u>	\$ <u>5,150,000</u>	\$ <u>5,378,600</u>

**BUDGET COMMENTS**

This budget provides for revenue received as a result of fees charged for certain services provided to citizens and other public agencies. It does not include revenues for enterprise type activities (e.g., water and sewer charges), which are budgeted under their respective activities.

One-third of the excess fees collected by the Clerk of the Circuit Court are accounted for in this area. The State claims the other two-thirds.

Overall Parks and Recreation revenues are projected to increase by approximately 2.9% from the FY2013 budget. Additional park revenues will be generated as a result of new and additional classes offered, such as spin classes and personal training sessions.

Estimates for ALS/BLS (Advanced Life Support/Basic Life Support) increase 11.7% above the FY2013 budget based on current transport trends.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 13 Projected	FY 14 Plan	FY 14 Adopted
Insurance Recovery	\$ 12,225	\$ 12,225	\$ -	\$ -
Sale of County Vehicles or Equipment	\$ 50,000	\$ 75,000	\$ 50,000	\$ 75,000
Xerox Machines	\$ 7,300	\$ 10,000	\$ 7,300	\$ 10,000
Streetlights and Signs	\$ 2,500	\$ 3,000	\$ 2,500	\$ 3,000
Code Books and Ordinances	\$ 200	\$ 350	\$ 200	\$ 300
Court Appointed Attorneys	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000
Parking Tickets	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Fund Balance	\$ 625,000	\$ -	\$ -	\$ -
Total	\$ <u>817,225</u>	\$ <u>170,575</u>	\$ <u>130,000</u>	\$ <u>158,300</u>

**BUDGET COMMENTS**

This budget provides for small or nonrecurring revenues received that are not appropriately recorded under other revenue budgets. These include receipts from the sale of used property and equipment and receipts from the sale of County Code Books and Ordinances.



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## SECTION C GENERAL FUND EXPENDITURES

## Detailed Summary Expenditure

	FY 2013 ADOPTED	FY 2014 PLAN	FY 2014 ADOPTED	\$	%
<b>GENERAL ADMINISTRATION</b>					
C-3 <b>Board of Supervisors</b>	\$196,834	\$200,242	\$196,129	(\$705)	(.4)%
C-4 <b>County Administration</b>	434,400	436,489	481,224	46,824	10.8%
C-5 <b>County Attorney</b>	809,455	504,207	502,461	(306,994)	(37.9)%
C-6 <b>Communications</b>	585,058	592,228	584,558	(500)	(.1)%
C-7 <b>Economic Development</b>	394,178	397,026	409,129	14,951	3.8%
C-8 <b>Human Resources</b>	659,806	676,242	709,383	49,577	7.5%
C-9 <b>Voter Registration and Elections</b>	351,927	345,560	346,324	(5,603)	(1.6)%
	<u>\$3,431,658</u>	<u>\$3,151,994</u>	<u>\$3,229,208</u>	<u>(\$202,450)</u>	<u>(5.9)%</u>
<b>COURT SERVICES</b>					
C-10 <b>Courthouse</b>	\$450,446	\$452,501	\$448,606	(\$1,840)	(.4)%
C-11 <b>Clerk of the Circuit Court</b>	736,624	742,493	746,140	9,516	1.3%
C-12 <b>Commonwealth's Attorney</b>	818,269	825,203	792,866	(25,403)	(3.1)%
C-13 <b>Sheriff</b>	1,249,821	1,287,709	1,301,173	51,352	4.1%
C-14 <b>Courts/Judicial</b>	302,550	306,035	351,212	48,662	16.1%
	<u>\$3,557,710</u>	<u>\$3,613,941</u>	<u>\$3,639,997</u>	<u>\$82,287</u>	<u>2.3%</u>
<b>PUBLIC SAFETY</b>					
C-15 <b>Police Department</b>	\$8,939,630	\$9,206,590	\$9,321,890	\$382,260	4.3%
C-17 <b>Animal Control</b>	219,116	201,796	205,645	(13,471)	(6.1)%
C-18 <b>Fire/EMS</b>	9,819,241	10,012,342	10,234,229	414,988	4.2%
C-20 <b>Emergency Management</b>	333,359	335,873	331,140	(2,219)	(.7)%
C-21 <b>Emergency Communications</b>	2,664,560	2,726,434	2,798,387	133,827	5.0%
	<u>\$21,975,906</u>	<u>\$22,483,035</u>	<u>\$22,891,291</u>	<u>\$915,385</u>	<u>4.2%</u>
<b>FINANCIAL ADMINISTRATION</b>					
C-22 <b>Treasurer</b>	\$1,230,861	\$1,258,448	\$1,273,741	\$42,880	3.5%
C-23 <b>Commissioner of the Revenue</b>	713,170	720,926	746,247	33,077	4.6%
C-24 <b>Financial and Management Services</b>	877,482	891,522	929,097	51,615	5.9%
C-25 <b>Accounting</b>	167,756	165,648	151,134	(16,622)	(9.9)%
C-26 <b>Purchasing</b>	334,598	338,510	295,676	(38,922)	(11.6)%
C-27 <b>Real Estate Assessments</b>	728,373	726,178	768,870	40,497	5.6%
C-28 <b>Information Resources Management</b>	2,252,924	2,279,224	2,331,345	78,421	3.5%
	<u>\$6,305,164</u>	<u>\$6,380,456</u>	<u>\$6,496,110</u>	<u>\$190,946</u>	<u>3.0%</u>
<b>DEVELOPMENT MANAGEMENT</b>					
C-29 <b>Development Management</b>	\$241,939	\$245,447	\$212,214	(\$29,725)	(12.3)%
C-30 <b>Planning</b>	814,978	930,624	991,920	176,942	21.7%
C-31 <b>Zoning Enforcement</b>	327,570	332,307	330,897	3,327	1.0%
C-32 <b>Engineering and Resource Protection</b>	960,343	993,996	1,035,764	75,421	7.9%
C-33 <b>Building Safety and Permits</b>	1,054,333	1,060,286	1,098,436	44,103	4.2%
	<u>\$3,399,163</u>	<u>\$3,562,660</u>	<u>\$3,669,231</u>	<u>\$270,068</u>	<u>7.9%</u>
<b>GENERAL SERVICES</b>					
C-34 <b>General and Capital Services</b>	\$1,346,422	\$1,354,072	\$1,386,777	\$40,355	3.0%
C-35 <b>Facilities Maintenance</b>	2,876,356	2,866,305	2,937,865	61,509	2.1%
C-36 <b>Grounds Maintenance</b>	1,552,826	1,608,613	1,563,148	10,322	.7%
C-37 <b>Fleet and Equipment</b>	882,604	875,004	916,812	34,208	3.9%
C-38 <b>Stormwater</b>	457,158	475,620	520,497	63,339	13.9%
C-39 <b>Solid Waste Management</b>	1,368,074	1,369,837	1,402,733	34,659	2.5%
	<u>\$8,483,440</u>	<u>\$8,549,451</u>	<u>\$8,727,832</u>	<u>\$244,392</u>	<u>2.9%</u>

## Detailed Summary Expenditure

		<b>FY 2013 ADOPTED</b>	<b>FY 2014 PLAN</b>	<b>FY 2014 ADOPTED</b>	<b>DIFF FROM FY13</b>
				<b>\$</b>	<b>%</b>
<b>CITIZEN AND COMMUNITY SERVICES</b>					
<b>C-40</b>	<b>Satellite Services Office</b>	\$204,969	\$206,747	\$219,576	\$14,607
<b>C-41</b>	<b>Cooperative Extension Service</b>	49,800	49,800	49,800	-
<b>C-42</b>	<b>Parks and Recreation</b>	5,046,299	5,105,281	5,328,258	281,959
		<u>\$5,301,068</u>	<u>\$5,361,828</u>	<u>\$5,597,634</u>	<u>\$296,566</u>
	<b>COUNTY OPERATIONS</b>	<b>\$52,454,109</b>	<b>\$53,103,365</b>	<b>\$54,251,303</b>	<b>\$1,797,194</b>
					3.4%
<b>C-44</b>	<b>Contributions - Other Outside Agencies</b>	\$700,128	\$695,128	\$732,272	\$32,144
<b>C-46</b>	<b>Nondepartmental</b>	927,097	1,255,404	517,025	(410,072)
<b>C-47</b>	<b>Contribution to Williamsburg-James City County Schools</b>	94,720,315	95,256,867	97,385,409	2,665,094
<b>C-49</b>	<b>Williamsburg Regional Library System and Arts Center</b>	4,120,251	4,160,253	4,321,006	200,755
<b>C-50</b>	<b>Other Regional Entities</b>	3,524,909	3,498,701	3,651,835	126,926
<b>C-51</b>	<b>Health Services</b>	1,630,845	1,630,845	1,754,989	124,144
<b>C-52</b>	<b>Contributions to Other Funds</b>	8,239,571	8,329,437	8,886,161	646,590
	<b>OTHER OPERATIONS</b>	<u>\$113,863,116</u>	<u>\$114,826,635</u>	<u>\$117,248,697</u>	<u>\$3,385,581</u>
					3.0%
	<b>TOTAL</b>	<b><u>\$166,317,225</u></b>	<b><u>\$167,930,000</u></b>	<b><u>\$171,500,000</u></b>	<b><u>\$5,182,775</u></b>
					3.1%

**KEY WORKPLAN ITEMS**

1. Serve as policy making board, and, within the framework of the Constitution and Code of Virginia, approve and enforce County's comprehensive plan and land use, set local tax rate, adopt annual operating and capital budgets, approve ordinances, and make appointments to various boards and commissions
2. Record and maintain official documents for Board of Supervisors and James City Service Authority Board of Directors, such as meeting minutes and related documents and other Boards and Commissions such as appointment lists, files and correspondence
3. Prepare and distribute Board of Supervisors and James City Service Authority Board of Directors agenda packets and materials
4. Notify the public about hearings and meetings as required by Code
5. Support Board of Supervisors and James City Service Authority Board of Directors by responding to or directing phone and mail inquiries to the appropriate person
6. Represent citizens from each of the County's five election districts: Berkeley, Jamestown, Powhatan, Roberts and Stonehouse
7. Hold regularly scheduled public meetings and work sessions and serve on other local and regional boards and commissions

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 113,934	\$ 117,342	\$ 109,829
Operating	\$ 82,900	\$ 82,900	\$ 86,300
Total	<u>\$ 196,834</u>	<u>\$ 200,242</u>	<u>\$ 196,129</u>

**PERSONNEL**

Full-time Personnel	1	1	1
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Appointments made to boards and commissions	40	33	13	30
# Public Hearings	79	63	80	80

**BUDGET COMMENTS**

This budget reflects a reduction in printing expenses associated with moving to a paperless process with Board agendas.

**KEY WORKPLAN ITEMS**

1. Provide overall leadership and direction in managing County operations in accordance with County's Strategic Plan, Board of Supervisors policies, and local, State and Federal guidelines
2. Represent County on local and regional boards and commissions to address major issues, projects and programs
3. Build and maintain positive community relations
4. Update Board of Supervisors about key policy issues

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 419,600	\$ 421,689	\$ 462,904
Operating	<u>14,800</u>	<u>14,800</u>	<u>18,320</u>
Total	<u>\$ 434,400</u>	<u>\$ 436,489</u>	<u>\$ 481,224</u>

**PERSONNEL**

Full-time Personnel	3	2.5	3
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Civic participation meetings		New measure	50	60

**BUDGET COMMENTS**

This budget includes funding for costs associated with publicizing the Purchase of Development Rights (PDR) program.

**KEY WORKPLAN ITEMS**

1. Represent County in court cases and administrative hearings such as child and adult protective services
2. Provide counsel to the Board of Supervisors, County Administrator and Department Managers on County related topics and assist with matters such as property acquisition and disposal, tax collection, code enforcement, community development, insurance, and personnel matters
3. Update the County Code Book three times a year
4. Review requests made under the Virginia Freedom of Information Act (FOIA) to County Departments and coordinate response
5. Monitor legislation during the General Assembly's session and lobby on behalf of the County for legislative actions which support the County's Legislative Program

**BUDGET SUMMARY**

	FY 13 Adopted		FY 14 Plan		FY 14 Adopted
Personnel	\$ 541,255		\$ 545,707		\$ 545,061
Operating	29,100		19,400		18,300
Legal Services	311,100		11,100		11,100
Received from Other Organizations	(72,000)		(72,000)		(72,000)
Total	<u>\$ 809,455</u>		<u>\$ 504,207</u>		<u>\$ 502,461</u>

**PERSONNEL**

Full-time Personnel	5	5
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Documents reviewed/drafted	5,517	5,972	5,975	5,980
# Court appearances	264	296	310	315
Hours developing/tracking legislation	562	598	575	575

**BUDGET COMMENTS**

This budget shows a reduction in funding for required printing of documents for the filing of an appeal to the Virginia Supreme Court and outside legal counsel associated with the Dominion Power Line placement. The County Attorney's Office serves as legal counsel for the Williamsburg Regional Library, Economic Development Authority, James City Service Authority, and the Williamsburg Area Transit Authority and fees for those services reimburse costs of the operations of the office.

**KEY WORKPLAN ITEMS**

1. Produce and distribute County information on services, news, civic engagement opportunities, budget items and County departments using web, video, social media and print
2. Broadcast 380 hours of live government meetings and produced video on County news for television and on line viewing for 4 public, educational and government channels including Channel 48 (James City County), Channel 48 (City of Williamsburg), Channel 46 (Community Access) and Channel 47 (WJCC Schools)
3. Coordinate civic engagement opportunities including citizen education, community building through neighborhood networks and public participation through community meetings
4. Provide consistent and accurate public information through press releases, responding to media inquiries, graphic design and print/web-based materials
5. Support regional and county tourism efforts through destination marketing.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 560,958	\$ 568,428	\$ 556,458
Operating	49,100	48,800	53,100
Reimbursements	<u>(25,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>
Total	<u>\$ 585,058</u>	<u>\$ 592,228</u>	<u>\$ 584,558</u>

**PERSONNEL**

Full-time Personnel	7	7.5	7
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Web views and subscribers on social media sites, YouTube and e-FYI citizen newsletter	44,238	32,000	45,000	45,000
# of times public meetings viewed online	46,021	30,500	48,000	48,000

**BUDGET COMMENTS**

This budget supports the video operations of the Community Video Center and the Building F Board Room, in addition to public information, media relations and civic engagement. Additional funding has been allocated for printing of the updated Citizen's Guide.

**KEY WORKPLAN ITEMS**

1. Serve as the point of contact for economic development opportunities for both existing and new businesses within James City County, including identifying and communicating available opportunities and resources to the local business community
2. Attract businesses in high-growth market segments, including technology, medical and government-related industries
3. Expand current incentive programs for both new and existing companies to support business creation and expansion
4. Increase local awareness of existing local businesses, encouraging consumers to “think locally” for their business and personal needs/services
5. Expand the County’s Sports Tourism Program to take advantage of the County’s existing facilities and assist in generating revenue for local businesses
6. Provide support to the Economic Development Authority of James City County in their efforts to sustain and expand the County’s commercial and industrial revenue base and enhance the quality of life for the County’s citizens
7. Participate in and support the transition of the Williamsburg Area Chamber and Tourism Alliance to a destination marketing organization

**BUDGET SUMMARY**

	FY 13 <u>Adopted</u>	FY 14 <u>Plan</u>	FY 14 <u>Adopted</u>
Personnel	\$ 343,878	\$ 347,826	\$ 356,929
Operating	50,300	49,200	52,200
Total	\$ 394,178	\$ 397,026	\$ 409,129

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Adopted</u>	FY 14 <u>Adopted</u>
# Small businesses assisted through the County’s process		New	12	12
# Expanded existing business announced for County through OED	New	2	4	4
# New business announced for County through OED	1	2	4	4

**BUDGET COMMENTS**

This budget provides for a continuation in the current level of service.

**KEY WORKPLAN ITEMS**

1. Provide leadership and work collaboratively with other County departments to achieve the County's mission, vision, values and priorities, oversee long and short term planning and ensure services are provided efficiently and effectively
2. Assist departments in recruiting, selecting, and orienting qualified candidates for job vacancies
3. Ensure programs meet federal and state requirements
4. Assist in resolving employee-employer concerns and conduct any necessary investigations
5. Communicate personnel related information and provide employee training
6. Oversee benefit and other contracts to identify cost savings, including soliciting competitive bids
7. Manage human resource information ensuring data is accurate and meaningful
8. Manage programs to retain top performers and recognize employee accomplishments and service
9. Support the County in selecting and retaining highly qualified employees by maintaining the classification and compensation systems so salaries are competitive in the labor market
10. Provide training and resources focused on courteous and professional service to external and internal customers

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 648,155	\$ 656,015	\$ 687,254
Operating	104,000	112,600	117,150
Credits/Other	(92,349)	(92,373)	(95,021)
Total	\$ 659,806	\$ 676,242	\$ 709,383

**PERSONNEL**

Full-time Personnel	7	7	7
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Average # of applicants per job vacancy	40	75	50	50
% Turnover rate	7.1%	5.5%	6%	7.5%
% Employee participants reporting improved skill/knowledge level after training	91%	90%	90%	90%

**BUDGET COMMENTS**

This budget includes funding for assistance from our current HR Information System software vendor to create more process efficiency. Temporary hours have been added due to administrative demand.

**KEY WORKPLAN ITEMS**

1. Register voters, maintain and update records, and issue updated voter registration cards
2. Conduct four elections (two local/state Primary Elections, two General Elections) including coordinating logistics, staffing locations, training volunteers, determining eligibility and reporting results
3. Provide eligible citizens with absentee voting by mail and in person and electronic/mail voting support for over 250 overseas citizens
4. Assist candidates in filing to run for office and ongoing campaign finance reports for 16 local elected offices
5. Verify petition voter signatures
6. Provide accurate poll book data and reprecincting guidance to the Board of Supervisors as population growth necessitates and during redistricting

**BUDGET SUMMARY**

		FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 192,827	\$ 188,260	\$ 189,694	
Operating	\$ 132,100	\$ 127,300	\$ 128,830	
Local Aid to State Government	\$ 2,200	\$ 2,200	\$ -	
Capital	\$ 24,800	\$ 27,800	\$ 27,800	
Total	\$ 351,927	\$ 345,560	\$ 346,324	

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Voting precincts	19	19	20	20
# Volunteer poll workers	275	440	400	400
# General election votes cast	25,165	40,000	41,000	36,400
# Total registered voters	49,718	52,000	52,000	54,000
# Absentee votes	2,048	5,000	8,000	6,500
Hours Electoral Board support	3,000	3,350	1,400	1,250

**BUDGET COMMENTS**

This budget reflects two scheduled elections in FY2014. Funding is provided for replacement of optical scan equipment and electronic poll books. Funding is also provided for notifications of precinct polling changes. Local Aid to the State Government has been eliminated.

**DESCRIPTION OF SERVICES**

This activity accounts for the costs of operating the 71,661-square-foot City/County Courthouse located on Monticello Avenue. The Courthouse includes the Circuit Court, District Court, Juvenile and Domestic Relations Court, Sheriff, Clerk of the Circuit Court, and Commonwealth's Attorney.

**BUDGET SUMMARY**

	FY 13 Adopted		FY 14 Plan		FY 14 Adopted
Personnel	\$ 136,661	\$	139,139	\$	142,487
Operating	406,700		406,700		399,700
Received from Williamsburg	(92,915)		(93,338)		(93,581)
Total	\$ 450,446	\$	452,501	\$	448,606

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**BUDGET COMMENTS**

The County is the fiscal agent for the Courthouse and the City will pay for 17.26 percent of the operating costs in FY2014 under the terms of the contract. Utility savings are shown for this building.

**KEY WORKPLAN ITEMS**

1. Assist the Circuit Court Judge in carrying out court associated responsibilities
2. Maintain all Circuit Court records
3. Issue and record official documents including land records and plats; probate wills; notary public applications; marriage licenses; concealed handgun permits; record military discharge forms (DD-214) and assumed business names

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 694,192	\$ 701,272	\$ 716,561
Operating	49,200	49,200	49,200
Local Aid to State Government	15,600	15,600	-
Received from Williamsburg	(22,368)	(23,579)	(19,621)
Total	<u>\$ 736,624</u>	<u>\$ 742,493</u>	<u>\$ 746,140</u>

**PERSONNEL**

Full-time Personnel	12	12	12
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Deed book recordings	31,589	35,000	28,000	28,000
# Civil cases	929	875	900	900
# Criminal cases	1,331	1,500	1,400	1,400

**BUDGET COMMENTS**

The City shares 17.26 percent of the cost of this office in FY2014. Funding is provided for a continuation in the level of service. Local Aid to the State Government has been eliminated.

**NET COUNTY FUNDING**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Total Budget	\$ 736,624	\$ 742,493	\$ 746,140
State/Other Revenue	(628,186)	(628,186)	(652,082)
Net County Funding	<u>\$ 108,438</u>	<u>\$ 114,307</u>	<u>\$ 94,058</u>

**KEY WORKPLAN ITEMS**

1. Prosecute all felony cases that occur within James City County, as well as all misdemeanor charges that have incarceration as a potential consequence
2. Provide on-going education and training to law enforcement to enhance their ability to protect and serve the citizens of James City County
3. Assist victims/witnesses involved in the criminal justice process by better educating them about court processes and available services as well as keeping them up-to-date and informed on the status of individual cases

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 804,293	\$ 812,658	\$ 785,486
Operating	30,400	30,400	33,650
Local Aid to State Government	17,500	17,500	-
Other	32,500	32,500	32,500
Received from Williamsburg	(66,424)	(67,855)	(58,770)
Total	<u>\$ 818,269</u>	<u>\$ 825,203</u>	<u>\$ 792,866</u>

**PERSONNEL**

Full-time Personnel	9	9	9
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Cases handled by prosecutors*	3,074	2,900	2,800	2,800
# Victims served by Victim Assistance	1,637	1,120	1,596	1,596
Hours of education provided	103	100	75	75

\*The methodology has changed where an offender charged with multiple offenses for a single criminal incident will now be recorded as a single case.

**BUDGET COMMENTS**

There are no locally funded positions in this State Constitutional office and the State provides for nine employees. The City of Williamsburg will pay 17.26 percent of the local cost in FY2014 based on the Courthouse agreement. Personnel expenditures reflect turnover savings. Local Aid to the State Government has been eliminated.

**NET COUNTY FUNDING**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Total Budget	\$ 818,269	\$ 825,203	\$ 792,866
State/Other Revenue	(496,248)	(496,248)	(511,135)
Net County Funding	<u>\$ 322,021</u>	<u>\$ 328,955</u>	<u>\$ 281,731</u>

**KEY WORKPLAN ITEMS**

1. Serve civil processes such as court orders, subpoenas and writs of possession in accordance with legal procedures and requirements
2. Transport juveniles and adults safely to and from Court, and as necessary, to and from detention/correctional facilities
3. Ensure courthouse and courtroom security
4. Transport people under Temporary Detention Orders to and between mental health facilities

**BUDGET SUMMARY**

		FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 1,148,017	\$ 1,159,965	\$ 1,205,042	
Operating	129,620	136,475	127,470	
Capital	32,600	59,500	67,700	
Local Aid to State Government	26,400	26,400	-	
Received from Williamsburg	(86,816)	(94,631)	(99,039)	
Total	<u>\$ 1,249,821</u>	<u>\$ 1,287,709</u>	<u>\$ 1,301,173</u>	

**PERSONNEL**

Full-time Personnel	16	16
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Civil processes	27,317	26,500	27,754	27,754
# Staff days - Court days	1,265/769	1,300/675	1,270/757	1,270/757
# Inmate holdings Court - Adult and Juvenile	2,153	2,200	1,809	1,809

**BUDGET COMMENTS**

The City of Williamsburg pays for 17.26 percent of the local cost of this office in FY2014. The Sheriff also generates other court-related fees to help reduce overall local funding. This budget includes funding for three vehicle replacements. Local Aid to the State Government has been eliminated.

**NET COUNTY FUNDING**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Total Budget	\$ 1,249,821	\$ 1,287,709	\$ 1,301,173
State/Other Revenue	(821,119)	(821,119)	(826,403)
Net County Funding	<u>\$ 428,702</u>	<u>\$ 466,590</u>	<u>\$ 474,770</u>

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to the various Courts. Probation and Juvenile services activities are also included. All are State or regional activities primarily supported with State and Federal financial assistance.

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
City/County Court Services Unit	\$ 97,000	\$ 99,000	\$ 99,000
Circuit Court	127,666	128,979	130,999
Court Support Building	-	-	45,100
General District Court	42,611	42,611	41,453
Juvenile and Domestic Court	23,709	23,709	23,415
9th Judicial District Court Services	9,564	9,736	9,845
Magistrates	2,000	2,000	1,400
Total	<u>\$ 302,550</u>	<u>\$ 306,035</u>	<u>\$ 351,212</u>

**PERSONNEL**

Full-time Personnel	2	2	2
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**BUDGET COMMENTS**

In FY2014, the City of Williamsburg contributes 17.26 percent per the Courthouse agreement to the Juvenile and Domestic Relations Court; the General District Court; the Circuit Court with two locally funded positions included in the budget; and a 50/50 split for the Magistrates and the Court Services Unit. The 9th Judicial District Court Services office expenses are shared equally by eleven jurisdictions.

The Court Services Building was privately constructed adjacent to the new Courthouse in FY2002. The County leases the building and it houses the 9th Judicial District Court Services, City/County Court Services Unit, and Colonial Community Corrections. Rent payments are now reflected in this budget as Mediation Services has relocated back to the Human Services building. Proposals are being evaluated to determine future use of the vacated space.

**KEY WORKPLAN ITEMS**

1. Ensure a safe community for all citizens and visitors by providing a full range of police service provided by Uniform Division, Investigations Division, Community Services and Administrative Services Division, Traffic Unit, Forensic/Property and Evidence Unit, and SWAT Team
2. Patrol and respond to a projected 26,000 calls for service by providing coverage with 3 overlapping 9.5 hour shifts within 5 zones 24-hours a day and 7-days a week
3. Respond to and investigate a projected 1,800 traffic crashes
4. Participate in regional narcotic and federal violent crime/gang task forces
5. Deploy specialized teams for crimes against persons and property, child victim cases, narcotics offenses, economic and computer crimes, and sex offenses
6. Employ community policing efforts to work in partnership with the community to solve problems
7. Obtain at least \$200,000 in grant funding
8. Provide school resource officers in high schools and middle schools
9. Utilize bike and marine patrols to supplement services provided to citizens and visitors
10. Develop new SAFE boat operational procedures to provide for routine joint fire and police training and response
11. Provide all State-mandated in-service training at County facilities as a satellite academy for the Hampton Roads Criminal Justice Training Academy and provide an average of 36 hours of job related training per officer, including 20 hours of state mandated categories
12. Educate citizens about crime prevention and provide resources for citizens, civic groups, schools, businesses and neighborhood organizations to reduce crime and fear of crime in the community

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 7,738,205	\$ 7,923,290	\$ 8,058,882
Operating	859,400	857,800	850,910
Capital	342,025	425,500	430,600
Other	-	-	(18,502)
Total	<u>\$ 8,939,630</u>	<u>\$ 9,206,590</u>	<u>\$ 9,321,890</u>

**PERSONNEL**

Full-time Personnel	98	99
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**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
Average response time to high priority calls (min/sec)	7:19	7:22	<8:00	<8:00
% Crimes against persons cleared	69.3%	73.1%	>54%	>61%
% Property crimes cleared	27.4%	26.8%	>18%	>18%

**BUDGET COMMENTS**

This budget includes funding for replacement vehicles per the replacement schedule. Capital funding includes both new and replacement in-car cameras, and replacement of TASERS. Funding is included for an administrative support position to handle administrative work such as court scheduling and vehicle management that will allow several sworn officers and supervisors to spend more time on their primary duties. This civilian position was recommended in the County's "Organizational Effectiveness and Efficiency Study" that was completed several years ago.

**KEY WORKPLAN ITEMS**

1. Enforce licensing, leash laws, animal welfare laws, dangerous animal laws, and impounding of strays as required by County and State code
2. Investigate animal neglect and cruelty cases
3. Respond to emergency animal and rabid wildlife calls around the clock
4. Educate citizens about licensing, rabies prevention, spaying, and neutering programs

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 152,916	\$ 153,996	\$ 157,810
Operating	66,200	66,700	66,735
Capital	18,900	-	-
Billing to Users	<u>(18,900)</u>	<u>(18,900)</u>	<u>(18,900)</u>
Total	<u>\$ 219,116</u>	<u>\$ 201,796</u>	<u>\$ 205,645</u>

**PERSONNEL**

Full-time Personnel	2	2	2
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Requests for service	2,677	2,925	2,900	3,100
# Animals impounded	460	516	575	600
% Dog license compliance	98%	75%	75%	75%

**BUDGET COMMENTS**

This budget provides for increased funding for the estimated share of expenses for the Heritage Humane Society based on the County's contract for shared space.

**KEY WORKPLAN ITEMS**

1. Provide fire protection, prevention, emergency medical, and other emergency services from five stations strategically located throughout the County
2. Enforce the Fire Prevention Code through the Fire Marshal's Office, including conducting a projected 2,000 inspections
3. Investigate a projected 140 fire code violations, threats and incidents, including structure, vehicle and outside fires; hazmat scenes; and bombs/explosives
4. Complete a projected 24,000 hours of training to maintain and enhance emergency medical and firefighting skills at the Fire Training Center, fire stations, Tidewater Regional Fire Academy, and other facilities
5. Respond to a projected 9,500 calls for emergency response
6. Provide basic and advanced pre-hospital life support care to a projected 6,300 patients and hospital transportation for a projected 5,100 of those patients

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 9,063,841	\$ 9,182,842	\$ 9,456,389
Operating	643,900	653,600	641,540
Capital	126,500	190,900	172,800
Credits/Other	(15,000)	(15,000)	(36,500)
Total	\$ 9,819,241	\$ 10,012,342	\$ 10,234,229

**PERSONNEL**

Full-time Personnel	110	110	110
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Average response time for first arriving unit (all incidents)	5:43	5:40	5:46	5:46
# Calls for emergency medical services	5,956	6,147	6,250	6,400
# Calls for fires and other emergencies	2,786	3,178	3,025	3,100
Training hours for career staff	19,521	25,932	24,000	24,000
# Inspections for Fire Code enforcement	1,735	1,804	2,000	2,000

***BUDGET COMMENTS***

Funding is provided for a temporary billing technician to alleviate the administrative tasks associated with ALS/BLS Revenue Recovery from uniformed EMS personnel. Temporary hours have been added for training support for the volunteer firefighters. A scheduled vehicle replacement is also included in FY2014.

**KEY WORKPLAN ITEMS**

1. Coordinate overall County emergency preparedness, response, and recovery responsibilities
2. Review and update all County emergency plans and participate in Commonwealth and Regional Emergency Planning initiatives
3. Educate citizens about hazards, risks, and ways to prepare for and recover from emergencies
4. Educate citizens about fire safety through programs and materials targeted at elementary school children, adults, persons with disabilities, and seniors
5. Maintain the Emergency Operations Center (EOC), mobile command center, and dedicated equipment and appropriate technologies to ensure response capabilities
6. Conduct and participate in local, regional, state and federal emergency training and exercises
7. Provide comprehensive Community Emergency Response Team (CERT) courses for a projected 40 citizens
8. Maintain emergency alert and information capabilities using JCC Alert (jccalert.org) to deliver emergency alerts, notifications, and updates to citizens through devices, including e-mail, text message, pager, and telephone
9. Transition County EOC to National Incident Management System (NIMS) model

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 236,059	\$ 238,573	\$ 245,040
Operating	96,600	97,300	85,100
Capital	700	-	1,000
Total	<u>\$ 333,359</u>	<u>\$ 335,873</u>	<u>\$ 331,140</u>

**PERSONNEL**

Full-time Personnel	3	3	3
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Test of emergency operations system	36	36	36	36
# Public educational presentations on emergency preparedness/fire safety	20	15	20	20
# Citizens trained in comprehensive CERT course	23	18	40	40
# Fire safety programs conducted in WJCC schools	168	141	125	125

**BUDGET COMMENTS**

This budget reflects continuation of current level of service.

## **KEY WORKPLAN ITEMS**

1. Provide 911 emergency contact services
  2. Answer a projected 104,500 emergency and non-emergency calls for service and dispatch a projected 59,400 calls for service for Police and Fire/EMS
  3. Facilitate information exchange and response among County and regional emergency responders throughout incidents
  4. Provide emergency medical direction such as CPR and childbirth assistance
  5. Jointly operate regional radio system with York and Gloucester counties, supporting area localities, public safety departments, schools, service authorities, transportation agencies, and the regional jail
  6. Update national database with information about a projected 3,600 wanted or missing people and missing or stolen property
  7. Prepare for emergencies by participating in National Weather Service and Surry Power Plant exercises

## **BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 1,740,209	\$ 1,767,766	\$ 1,834,067
Operating	1,351,900	1,411,900	1,423,000
Capital	500	500	500
Credits/Other	<u>(428,049)</u>	<u>(453,732)</u>	<u>(459,180)</u>
Total	\$ 2,664,560	\$ 2,726,434	\$ 2,798,387

## **PERSONNEL**

Full-time Personnel 26 26 26

## **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
# E-911 land line calls received	13,026	10,388	11,500	11,000
# Wireless 911 calls received	16,458	17,611	19,500	18,500
# Other dispatch calls received	78,192	72,787	84,500	75,000
# Emergency calls dispatched -				
Fire/EMS	8,647	9,215	9,500	9,400
# Emergency calls dispatched - Police	43,765	41,177	53,500	50,000

## **BUDGET COMMENTS**

This budget includes increased costs associated with the contract for maintenance of the regional radio system and funding for on-call emergency communications staffing.

**KEY WORKPLAN ITEMS**

1. Provide a range of financial services in a professional manner, consistent with receiving the Treasurers' Association of Virginia "Award of Accreditation" for nine consecutive years
2. Bill, collect and report Real Estate and Personal Property taxes, Business Professional and Occupational Licenses and Meals and Lodging taxes
3. Collect and report State Fiduciary Income and State Estimated Income taxes
4. Receive and report all revenue generated from user fees and other miscellaneous sources
5. Invest available funds in longer term investments to maximize interest earnings
6. Provide cash management services for the WJCC School System, Regional Jail, Juvenile Detention, Olde Towne Medical Center, WATA and Economic Development Authority
7. Provide multiple payment options such as on-line or over-the-counter credit and debit, local bank drop-off, Easy Pay pre-pay program, cash and check
8. Enhance delinquent tax collections

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 838,613	\$ 850,800	\$ 872,442
Operating	405,900	423,300	423,700
Capital	2,000	-	-
Local Aid to State Government	3,300	3,300	-
Credits/Other	<u>(18,952)</u>	<u>(18,952)</u>	<u>(22,401)</u>
Total	<u>\$ 1,230,861</u>	<u>\$ 1,258,448</u>	<u>\$ 1,273,741</u>

**PERSONNEL**

Full-time Personnel	12	12	12
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Real Estate tax bills processed	68,088	69,561	70,250	70,952
# Personal Property bills processed	152,861	157,785	162,519	167,395
# Business licenses mailed and payments processed	4,274	6,578	5,900	6,000

**BUDGET COMMENTS**

Local Aid to the State Government has been eliminated. This budget provides for a continuation in the current level of service.

**NET COUNTY FUNDING**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Total Budget	\$ 1,230,861	\$ 1,258,448	\$ 1,273,741
State/Other Revenue	<u>(150,902)</u>	<u>(151,350)</u>	<u>(155,891)</u>
Net County Funding	<u>\$ 1,079,959</u>	<u>\$ 1,107,098</u>	<u>\$ 1,117,850</u>

**KEY WORKPLAN ITEMS**

1. Assess for Business, Professional and Occupational Licenses and personal property taxes in accordance with the law including: Business Personal Property, Individual Personal Property such as vehicles, boats and mobile homes and Machinery and Tools
2. Update tax records and provide accurate and useful statistical information with which County officials and community members can make decisions
3. Review and approve applications from those who qualify for various tax relief programs including relief for the elderly and handicapped, land use, personal property exemptions for disabled veterans and handicapped individuals
4. Assist citizens with a variety of tax-related matters, including personal property, tax relief programs, State income tax, including completing and reviewing State income tax forms
5. Educate citizens about applicable tax laws and procedures

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 666,570	\$ 674,226	\$ 707,307
Operating	41,800	41,900	37,940
Capital	1,000	1,000	1,000
Local Aid to State Government	3,800	3,800	-
Total	\$ 713,170	\$ 720,926	\$ 746,247

**PERSONNEL**

Full-time Personnel	11	11	11
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Income tax returns processed	6,061	6,061	5,000	5,000
# Business licenses processed	5,723	6,200	6,150	6,300
# Personal property assessments	89,029	95,000	100,000	100,000

**BUDGET COMMENTS**

This budget reflects a continuation in the current level of service. Local Aid to the State Government has been eliminated.

**NET COUNTY FUNDING**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Total Budget	\$ 713,170	\$ 720,926	\$ 746,247
State/Other Revenue	\$ (157,500)	\$ (157,500)	\$ (162,225)
Net County Funding	\$ 555,670	\$ 563,426	\$ 584,022

**KEY WORKPLAN ITEMS**

1. Provide financial planning and capital financing advice to the County Administrator and the Board and manage financial policies and procedures to maintain highest bond rating available
2. Prepare annual operating budget for the County's general fund, special revenue funds and multi-year capital improvement program
3. Evaluate capital financing options and provide those alternatives to the County Administrator with recommendations
4. Review insurance coverage and limits to manage risk for both County and Schools
5. Respond to initial insurance claims within 24 hours of receipt
6. Reduce risk through onsite evaluation, safety procedure review and training
7. Provide in-house mail and courier services for both the County and Schools

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 602,798	\$ 584,338	\$ 668,363
Operating	384,000	393,200	411,750
Other	<u>(109,316)</u>	<u>(86,016)</u>	<u>(151,016)</u>
Total	<u>\$ 877,482</u>	<u>\$ 891,522</u>	<u>\$ 929,097</u>

**PERSONNEL**

Full-time Personnel

7

6

7

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Worker's Compensation experience modifier	.80	.65	1.01	.90
Total cost of risk as a % of total budget	.14	.14	.15	.15
Rating issued by Standard and Poor's	AAA	AAA	AAA	AAA

**BUDGET COMMENTS**

This budget provides for the County's property and liability insurance coverage and annual audit services of financial statements, and reflects costs and reimbursements associated with risk management services to the School division.

**KEY WORKPLAN ITEMS**

1. Provide full range of accounting services for County Departments, James City Service Authority and other agencies for which the County serves as a fiscal agent
2. Prepare the Comprehensive Annual Financial Report
3. Process timely and accurate payroll, including benefit reconciliations and W-2 forms
4. Process timely and accurate vendor payments and 1099 forms
5. Maintain general ledger to show assets, liabilities, income and expenses including monthly and annual financial statements
6. Inventory capital assets
7. Oversee grants to ensure fiscal compliance

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 506,502	\$ 506,971	\$ 493,461
Operating	31,600	30,500	32,200
Capital	1,500	-	-
Received from JCSA, etc.	<u>(371,846)</u>	<u>(371,823)</u>	<u>(374,527)</u>
Total	\$ 167,756	\$ 165,648	\$ 151,134

**PERSONNEL**

Full-time Personnel	8	8
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Invoices processed	25,385	25,500	25,500	25,500
# Payroll checks issued	30,252	32,000	31,000	31,000
# Purchasing card transactions	15,773	15,500	15,500	15,500

**BUDGET COMMENTS**

This Division charges for its services to the Service Authority, Regional Jail, Williamsburg Area Transit Authority, Colonial Community Corrections and Regional Juvenile Detention facility. This Division also provides fiscal agent services to the Olde Towne Medical Center and the County's Economic Development Authority. This budget provides for a continuation in the current level of service.

**KEY WORKPLAN ITEMS**

1. Coordinate fair and efficient procurement of goods and services in accordance with regulations and requirements
2. Produce the best value for purchases, researching alternatives to identify the most efficient and cost-effective outcomes
3. Provide professional procurement services to those agencies and groups that the County provides fiscal agent services for, including the Williamsburg-James City County Schools
4. Oversee the County's Purchasing Card program

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 322,098	\$ 326,010	\$ 280,176
Operating	12,500	12,500	15,500
Total	\$ <u>334,598</u>	\$ <u>338,510</u>	\$ <u>295,676</u>

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Solicitations processed (new measure)	New	134	140	140
% Total spent via Purchasing Card	New	18%	18%	18%
\$ Value from disposal of surplus property	New	\$50,000	\$50,000	\$50,000

**BUDGET COMMENTS**

This Division provides procurement services to the School Division as part of a shared services agreement. The reduced budget for FY2014 reflects turnover savings.

**KEY WORKPLAN ITEMS**

1. Assess new and current property at market value to determine real estate tax revenue
2. Provide property information such as sales, maps and values
3. Review and respond to property assessment inquiries
4. Assign addresses and property identification numbers and update records
5. Update property information to reflect transfers, name changes, wills, subdivisions, declarations, and other legal documents recorded at the County Clerk's Office
6. Update data layers for the County's geographic information system

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 651,773	\$ 661,678	\$ 686,070
Operating	76,600	64,500	82,800
Total	\$ <u>728,373</u>	\$ <u>726,178</u>	\$ <u>768,870</u>

**PERSONNEL**

Full-time Personnel	10	10	10
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Parcels assessed	31,930	32,200	32,500	32,800
# Property transfers updated	2,590	2,900	2,900	2,950
% Appeals versus notices sent	5%	5%	5%	5%

**BUDGET COMMENTS**

Postage expenses are increased related to the biennial reassessment in FY2014.

**KEY WORKPLAN ITEMS**

1. Provide and support a computer network that can effectively conduct business with citizens and both public and private entities, including vendors and interested third parties
2. Develop information systems and programs that serve citizens and businesses and other entities and groups working for or within the County
3. Maintain historical records of both governmental and private activities within the County, as required by the Code of Virginia
4. Manage telecom services for County Departments, James City Service Authority and other agencies for which the County serves as a fiscal agent
5. Manage and operate the County's Intranet
6. Compose, edit, and format high-quality documents such as correspondence, reports and minutes
7. Provide information using any and all electronic media during emergencies as required by Emergency Management

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
Personnel	\$ 1,740,104	\$ 1,756,701	\$ 1,806,484
Operating	584,400	583,500	582,900
Capital	175,200	189,200	199,200
Billings to Users	(246,780)	(250,177)	(257,239)
Total	<u>\$ 2,252,924</u>	<u>\$ 2,279,224</u>	<u>\$ 2,331,345</u>

**PERSONNEL**

Full-time Personnel	21	21
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**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
# Documents managed (Publications Management)	7,936	6,550	6,800	6,800
# Documents scanned/inspected/filmed (Records Management)	224,367	220,000	220,000	220,000
# Requests/programming completed (Telecommunications)	572	500	525	525
# Help desk requests (IT)	2,019	4,000	4,100	4,200

**BUDGET COMMENTS**

The budget includes funding for computer server replacements and the replacement of a microfiche reader in Records Management.

**KEY WORKPLAN ITEMS**

1. Improve the community's quality of life by recommending sound land use strategies and coordinating and managing growth and related development activities in a balance manner that implements the adopted Comprehensive Plan and the County's Strategic Plan
2. Advocate for transportation funding and apply for funding and grant opportunities available for transportation projects to include studies, design, construction and maintenance
3. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events and assist homeowner's associations and other civic organizations in addressing neighborhood concerns
4. Encourage new legislative residential developments to incorporate affordable and workforce housing into their plans either through the Affordable and Workforce Housing Opportunities Policy, proffers, or recently revised ordinances
5. Coordinate annual reviews of the Capital Improvements Plan (CIP) in conjunction with the Policy Committee and Planning Commission to provide priority recommendations to the Board of Supervisors
6. Provide yearly progress updates on the Goals, Strategies, and Actions as guided by the Comprehensive Plan's implementation schedule, in coordination with the specified stakeholders, and present the results through the Planning Commission's Annual Report

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 223,639	\$ 227,047	\$ 192,214
Operating	\$ 18,300	\$ 18,400	\$ 20,000
Total	\$ <u>241,939</u>	\$ <u>245,447</u>	\$ <u>212,214</u>

**PERSONNEL**

Full-time Personnel	2	2.5	2
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**PERFORMANCE MEASURES**

See applicable measures for each Division.

**BUDGET COMMENTS**

This budget provides for a continuation of the level of service.

**KEY WORKPLAN ITEMS**

1. Review and provide comments on 50 percent of conceptual plan, site plan, and subdivision applications within 10 business days of submission and 100 percent within 15 days
2. Complete ordinance revisions as directed by the Board and solicit public/stakeholder input into the commercial and residential aspects of the Rural Lands Districts
3. Review applications for legislative cases in accordance with the Comprehensive Plan and make recommendations for projects that require approvals from County Boards and Commissions
4. Complete work on the Coordinated Regional Comprehensive Planning Process
5. Preparation of information and coordination of transportation priorities (e.g. Route 60/relocated, Skiffes Creek Connector, Racefield Drive, Croaker Multi-Use Trail). Management and administration of two corridor studies, including technical reports and public/stakeholder input
7. Educate citizens about current development cases and long-range planning topics through civic group presentations, public input forums, and community outreach events
8. Produce regular population estimates in conjunction with the American Community Survey and provide expertise to develop demographic data when requested
9. Develop a methodology and begin 5-year review of the Comprehensive Plan

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 761,078	\$ 769,124	\$ 830,070
Operating	52,700	155,300	155,650
Capital	1,200	6,200	6,200
Total	\$ <u>814,978</u>	\$ <u>930,624</u>	\$ <u>991,920</u>

**PERSONNEL**

Full-time Personnel	10	9.5	10
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
% Site plan, subdivision, and conceptual plan applications responded to within 15 days	New		100%	100%

**BUDGET COMMENTS**

This budget includes an increase in hours for the part-time Planner position and funding is provided for community surveys and technical assistance associated with the Comprehensive Plan update. Funding is also provided in contractual services to create a computer model for the cumulative impacts that new development will have on the roadways. This will address the transportation impact per household component of the overall cumulative impact assessment of new development on public infrastructure.

**KEY WORKPLAN ITEMS**

1. Maintain tracking of completion of special use permit conditions and rezoning proffers and review site plans and subdivisions for compliance with associated proffers and conditions
2. Ensure enforcement of relevant sections of the County Code and Zoning Ordinance by responding with inspection and follow-up contact to zoning and code violations within five business days
3. Review and comment on applications for administrative variances, building and sign permits, and zoning verifications
4. Assist Board of Zoning Appeals with research and compilation of case information in preparation for hearing of variances and appeals to Zoning Administrator decisions and associated administrative decisions
5. Remove illegally posted temporary signage from County roadways
6. Work in concert with Building Safety and Permits and Housing and Community Development to address unsafe structures in a timely and effective fashion

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 306,070	\$ 311,807	\$ 304,397
Operating	21,500	20,500	26,500
Total	<u>\$ 327,570</u>	<u>\$ 332,307</u>	<u>\$ 330,897</u>

**PERSONNEL**

Full-time Personnel	4	4	4
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
% Zoning and proffer violations resolved within six months of initial violation	81%	90%	95%	95%

**BUDGET COMMENTS**

Funding is included for advertising and printing of the Zoning Map.

**KEY WORKPLAN ITEMS**

1. Monitor active project and single-family construction sites to ensure that erosion and sedimentation is being managed
2. Educate citizens about protecting the health of our environment including the purpose of the Bay Act program and watershed planning
3. Review and respond to applications for land disturbing and clearing permits within 7 business days
4. Investigate reports of unauthorized erosion and sediment control and Chesapeake Bay activities within 2 business days
5. Review and respond to requests for perennial stream and Resource Protection Areas determinations within 7 business days

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 915,943	\$ 928,796	\$ 943,664
Operating	43,800	42,200	66,600
Capital	600	23,000	25,500
Total	\$ <u>960,343</u>	\$ <u>993,996</u>	\$ <u>1,035,764</u>

**PERSONNEL**

Full-time Personnel	12	12	12
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
% of Erosion & Sediment, Drainage and Stormwater Plans reviewed within 21 days of receipt	92.9%	94.7%	90%	90%

**BUDGET COMMENTS**

Funds are included for the Warhill Sports Complex dam safety permitting process and for a replacement vehicle.

**KEY WORKPLAN ITEMS**

1. Administer and enforce the Virginia Uniform Statewide Building Codes to protect health, safety and welfare of citizens
2. Review residential and commercial building permit applications and associated plans to ensure compliance with building codes
3. Conduct required building inspections and issue Certificate of Occupancy
4. Assist customers in answering questions related to building code issues in an efficient manner, providing appropriate code research quickly in order to support the citizen's project goals
5. Educate citizens and provide prompt responses to unique and newly adopted building code requirements through in office staff support for walk-in customers, email and phone inquiries, and daily e-subscribe mailings
6. Investigate Building Code violations by responding with inspection and follow-up action within 3 business days
7. Assist Board of Building Code Appeals with research and compilation of case information in preparation for hearing
8. Address unsafe structures, in concert with the Fire Department, Zoning Enforcement, Housing and Community Development, Social Services, Police and the Virginia Department of Health in a timely and effective fashion in order to protect public safety

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 943,633	\$ 953,886	\$ 991,236
Operating	95,400	106,400	107,200
Capital	15,300	-	-
Total	<u>\$ 1,054,333</u>	<u>\$ 1,060,286</u>	<u>\$ 1,098,436</u>

**PERSONNEL**

Full-time Personnel	13	13	13
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Inspections performed	28,180	28,000	28,000	29,000
# Building permits issued	6,464	6,400	6,400	6,400
% Residential plans returned within 10 working days	91%	95%	97%	97%

**BUDGET COMMENTS**

This budget includes funding for new code books that reflect the every third year General Assembly change.

**KEY WORKPLAN ITEMS**

1. Develop work plans, schedules, budgets and status reports to ensure capital projects are on budget and on time
2. Oversee value engineering review and incorporate cost savings
3. Manage project construction contracts to meet specifications
4. Reduce County electricity and natural gas energy usage in County buildings

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 811,622	\$ 819,872	\$ 854,247
Operating	530,300	514,800	509,030
Capital	4,500	19,400	23,500
Total	<u>\$ 1,346,422</u>	<u>\$ 1,354,072</u>	<u>\$ 1,386,777</u>

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
% Capital Projects on budget on time	83%	90%	90%	90%

**BUDGET COMMENTS**

This budget includes funding for a replacement vehicle. Utility costs are for County streetlights and are increased to reflect actual spending and for new streetlight additions.

**KEY WORKPLAN ITEMS**

1. Reduce County electricity and natural gas energy usage in County buildings
2. Repair and perform scheduled preventative maintenance to extend the life of facility HVAC, electrical, and building components
3. Provide staff with training in building automation, sustainability and energy reduction
4. Maintain facilities, totaling 530,643 square feet, for cleanliness and safety

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
Personnel	\$ 1,059,402	\$ 1,076,581	\$ 1,087,541
Operating	1,915,100	1,880,500	1,859,100
Capital	93,500	104,200	186,200
Billing of Joint Activities	(191,646)	(194,976)	(194,976)
Total	<u>\$ 2,876,356</u>	<u>\$ 2,866,305</u>	<u>\$ 2,937,865</u>

**PERSONNEL**

Full-time Personnel	18	18	18
Part-time Personnel	6	5	6

**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
% Facilities maintenance job orders completed by date customer requested	81%	80%	80%	80%

**BUDGET COMMENTS**

Although total building square footage has increased, savings in utilities are realized due to building system retrofits in existing buildings, careful control of HVAC and lighting systems, and policies to manage activities within buildings. Three new building projects have been LEED certified with high levels of energy efficiency. These savings have been reinvested in more building improvements, such as lighting upgrades at Fire Stations 2 and 5 and improvements to the building envelope of Fire Station 3, which will result in additional energy savings.

**KEY WORKPLAN ITEMS**

1. Maintain 454 acres of public grounds including schools, facilities and roadways to provide a safe, pleasant environment, including the new facilities at the Police Headquarters, 2 new schools, Norge Depot, and the expanded Greensprings trail
2. Maintain 100 acres of athletic facilities to provide a safe, pleasant environment for outdoor activities
3. Maintain the appearance of medians in high travel corridors.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 1,137,649	\$ 1,163,936	\$ 1,147,411
Operating	413,200	433,200	456,800
Capital	153,500	163,000	111,000
Billing of Joint Activities	(151,523)	(151,523)	(152,063)
Total	\$ <u>1,552,826</u>	\$ <u>1,608,613</u>	\$ <u>1,563,148</u>

**PERSONNEL**

Full-time Personnel	24	24	24
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
% of Grounds Maintenance job orders completed by date customer requested	93%	85%	90%	90%

**BUDGET COMMENTS**

This budget includes funding for materials and labor to repair the walking trail at the Warhill Sports Complex and maintenance for the synthetic playing fields.

**KEY WORKPLAN ITEMS**

1. Maintain about 900 vehicles and pieces of equipment, including 6 vehicles from Fire Station 1
2. Perform preventative maintenance on vehicles and equipment to extend longevity
3. Track equipment downtime to establish equipment availability goals for public safety and emergency response
4. Adopt methods to reduce petroleum consumption in County Fleet

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 555,804	\$ 564,204	\$ 546,162
Operating	109,600	100,000	104,000
Capital	10,500	8,200	8,200
Other	206,700	202,600	258,450
Total	<u>\$ 882,604</u>	<u>\$ 875,004</u>	<u>\$ 916,812</u>

**PERSONNEL**

Full-time Personnel	8	8	8
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**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Work orders completed	3,055	3,400	3,200	3,200
% of Work orders completed within 72 hours	67%	70%	70%	70%

**BUDGET COMMENTS**

Funding has been included in the FY2014 budget to convert five vehicles to a dual fuel system that will operate on either propane or conventional gasoline using EPA certified conversion kits purchased under State contract.

**KEY WORKPLAN ITEMS**

1. Manage the County's state stormwater permit activities, including the MS4 permit, the Chesapeake Bay TMDL, and TMDLs on local streams
2. Ensure that at least 90% of publically and privately owned stormwater management facilities are adequately maintained and structurally sound in accordance with approved plans
3. Educate citizens about stormwater management and related water quality, health and safety issues
4. Work with volunteers to protect and improve County waterways
5. Collect and evaluate water quality data and publish an annual report to citizens
6. Respond to a projected 120 citizen requests within two business days and resolve appropriately
7. Develop annual stormwater capital improvement and maintenance program including an inventory of needed improvements
8. Operate County owned stormwater management facilities
9. Provide technical assistance to citizens to encourage individual actions that will improve water quality in the County

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 341,958	\$ 346,020	\$ 339,097
Operating	<u>115,200</u>	<u>129,600</u>	<u>181,400</u>
Total	<u>\$ 457,158</u>	<u>\$ 475,620</u>	<u>\$ 520,497</u>

**PERSONNEL**

Full-time Personnel	4	4	4
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
# Citizens served through programs			1,000	1,000
% Citizen requests responded to within 48 hours		85%	85%	85%
# Stormwater treatment facilities in operation			65	65

**BUDGET COMMENTS**

The division continues to manage all stormwater permit activities, stormwater management facilities and stormwater capital improvement and maintenance programs. Funding for contractual services include the development of stormwater pollution prevention plans for Fleet and Equipment fueling facilities, maintenance/repair facilities and the Convenience Centers.

**KEY WORKPLAN ITEMS**

- |  |
|--|
| 1. Operate three centralized collection sites 170 hours per week for refuse and recycling disposal |
| 2. Manage the County's curbside and household chemical/electronics recycling programs              |
| 3. Ensure the closed landfill site complies with State permit requirements                         |

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 294,774	\$ 298,837	\$ 320,233
Operating	1,318,300	1,316,000	1,322,500
User Fees	(245,000)	(245,000)	(240,000)
Total	\$ <u>1,368,074</u>	\$ <u>1,369,837</u>	\$ <u>1,402,733</u>

**PERSONNEL**

Full-time Personnel	5	5	5
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Tons of white goods and scrap metal recycled	208	275	275	275
% of Households in curbside recycling	88%	90%	90%	90%
Tons of Household recycling	6,248	6,250	6,300	6,300

**BUDGET COMMENTS**

This budget provides for a continuation of the current level of service.

**KEY WORKPLAN ITEMS**

1. Serve as second location for services such as collecting taxes and fees for the Treasurer's office, registering and collecting fees for parks and recreation classes and programs, registering vehicles/businesses and collecting fees for the Commissioner of the Revenue, issuing building/accessory permits and collecting fees for Building Safety and Permits, collecting water/sewer payments and setting up new accounts, and registering new citizens as voters
2. Operate as DMV Select Site to provide vehicle services such as vehicle titles and registrations, renewals, issuing license plates, and issuing handicapped parking placards

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Personnel	\$ 194,869	\$ 197,347	\$ 205,376
Operating	9,100	9,400	14,200
Capital	1,000	-	-
Total	\$ 204,969	\$ 206,747	\$ 219,576

**PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	1	1	1

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
% Parks & Recreation transactions completed correctly	90%	90%	95%	95%
% Customer satisfaction	90%	95%	95%	98%
% Release of DMV stops/liens/set-off debt	100%	95%	95%	98%

**BUDGET COMMENTS**

The County receives a portion of the DMV revenues collected at the Satellite Office, which offsets a portion of the operating costs. This budget provides for a software license fee for delinquent collections.

**KEY WORKPLAN ITEMS**

1. Educate citizens about healthy behaviors among youth and families utilizing a minimum of two research-based curricula and a minimum of 200 participants
2. Engage youth in 4-H science, engineering, and technology programming for a minimum of six hours in at least one community club, two specialty camps, and two school enrichment programs with a minimum of 400 participants
3. Recruit and retain volunteers through a volunteer events/activities, annual training workshop, and volunteer recognition program
4. Work with other County departments to increase knowledge, skills, and adoption of sound water quality practices based on research-based curricula with a minimum of 400 participants

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
Personnel	\$ -	\$ -	\$ -
Operating	49,800	49,800	49,800
Total	<u>\$ 49,800</u>	<u>\$ 49,800</u>	<u>\$ 49,800</u>

**PERSONNEL**

Full-time Personnel	2	0	0
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**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
# Youth provided with education programs that increase citizenship, leadership and life skills	1,556	2,000	1,500	1,500
# Citizens receiving financial instruction	78	115	131	131
# Citizens trained in environmental horticulture practices	45	65	500	500

**BUDGET COMMENTS**

This budget provides for a continuation in current level of service.

**KEY WORKPLAN ITEMS**

1. Serve as central point of contact for information about volunteering with the County
2. Operate 18 parks and 5 swimming pools at 3 locations to provide diverse recreational opportunities
3. Provide more than 2,000 leisure programs for all ages to include sports, before and after school, swimming, creative arts, and fitness
4. Manage Legacy Hall and two community centers that house programs, fitness opportunities, and community meeting space
5. Ensure facilities and programs are accessible and affordable to the public through a scholarship program, free times, and affordable fees
6. Preserve and interpret the County's rich history found at Freedom Park
7. Operate 41 miles of trails that support active lifestyles and alternative transportation methods
8. Increase programs at the James River Community Center to serve more citizens in the lower end of the County
9. Respond to the elimination of the 4th grade Learn to Swim program by transitioning to a Neighborhood based program
10. Improve passive park amenities through the implementation of the approved Mid County Park Master Plan

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
Personnel	\$ 4,258,099	\$ 4,303,681	\$ 4,434,058
Operating	712,400	700,400	762,400
Capital	75,800	101,200	131,800
Total	<u>\$ 5,046,299</u>	<u>\$ 5,105,281</u>	<u>\$ 5,328,258</u>

**PERSONNEL**

Full-time Personnel	48	48	48
Part-time Personnel	14	14	14

**PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
# Programs offered	2,778	2,400	2,300	2,350
Total attendance - programs and facilities	2,568,256	3,137,709	2,150,000	3,200,000
# Households receiving financial aid	148	140	155	165

**BUDGET COMMENTS**

Funding has been provided for three New Town Special events. A scheduled replacement vehicle is also funded in FY2014. New spinning classes will be offered at the James City County Recreation Center and both the spending and revenues associated with that program are reflected in this budget. Replacement picnic tables and jon boats are also included. Part Time temporary hours have been added to assist in administrative duties, such as revenue collection.

**NET COUNTY FUNDING**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Total Budget	\$ 5,046,299	\$ 5,105,281	\$ 5,328,258
Recreation User Fees	<u>(2,558,000)</u>	<u>(2,561,000)</u>	<u>(2,631,100)</u>
Net County Funding	<u>\$ 2,488,299</u>	<u>\$ 2,544,281</u>	<u>\$ 2,697,158</u>

**DESCRIPTION OF SERVICES**

This budget provides for the County's contribution to a number of non-County agencies. Some of these agencies provide services that the County itself would have to assume if the agency were not in place, while others are either mandated by the State or are regional activities.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
<b>Community Services Agencies:</b>			
Community Action Agency (CAA)	\$ 57,720	\$ 57,720	\$ 57,720
AVALON Task Force for Battered Women	49,500	49,500	49,500
Historic Triangle Senior Center	34,450	34,450	20,950
RIDES Program	-	-	13,500
Child Development Resources (CDR)	6,500	6,500	6,500
Hospice of Williamsburg	9,000	9,000	9,000
United Way of Greater Williamsburg	19,000	19,000	19,000
Court-Appointed Special Advocates (CASA)	17,100	17,100	17,100
Grove Christian Outreach Center	5,000	5,000	5,000
Peninsula Agency on Aging	8,511	8,511	8,511
Peninsula Center – Independent Living	4,500	4,500	4,500
Williamsburg Meals on Wheels	7,350	7,350	7,350
Historic Triangle Community Services Center	20,000	15,000	15,000
Adult Literacy for Life	3,600	3,600	3,600
Williamsburg Faith in Action	17,500	17,500	17,500
	\$ 259,731	\$ 254,731	\$ 254,731
<b>Business and Regional Associations:</b>			
Hampton Roads Military & Fed Facilities Alliance	\$ 23,037	\$ 23,037	\$ 23,037
Peninsula Council for Workforce Development	26,183	26,183	28,306
Commission on Homelessness	13,961	13,961	13,961
Hampton Roads Economic Development Alliance	-	-	15,000
NASA Aeronautics Support Team	1,000	1,000	-
	\$ 64,181	\$ 64,181	\$ 80,304
<b>Educational/Environmental:</b>			
Thomas Nelson Community College	\$ 113,002	\$ 113,002	\$ 113,002
Hampton Roads Planning District Commission	91,058	91,058	93,579
Williamsburg Arts Commission	60,000	60,000	60,000
Jamestown 4-H Center	3,000	3,000	3,000
Williamsburg Land Conservancy	1,000	1,000	1,000
	\$ 268,060	\$ 268,060	\$ 270,581
<b>Public Safety:</b>			
JCC Volunteer Rescue Squad	\$ 15,000	\$ 15,000	\$ 19,200
James City - Bruton Volunteer Fire Department	81,000	81,000	95,300
Peninsula Emergency Medical Council	6,701	6,701	6,701
State Forestry Service	4,855	4,855	4,855
High School After Prom Events	600	600	600
	\$ 108,156	\$ 108,156	\$ 126,656
Total	\$ 700,128	\$ 695,128	\$ 732,272

***BUDGET COMMENTS***

Within **Community Services Agencies**, funding remains level for most agencies. Changes in funding from FY2013 include the Historic Triangle Community Services Center, as FY2013 included a one-time grant match of \$5,000. Funding has been provided at the FY2014 plan amount. Additionally, the RIDES program, which is a collaboration of local area senior transportation providers and provides simple, affordable access to health care services, was previously included within the Historic Triangle Senior Center and now is shown separately.

**Business and Regional Associations** include a slight increase in funding that has been allocated to the Peninsula Council for Workforce Development. Funding has also been added for the Hampton Roads Economic Development Alliance.

**Educational and Environmental** agency requests include a slight increase in funding for the Hampton Roads Planning District Commission.

**Public Safety Agency** budget requests continue with increased funding to the James City-Bruton Volunteer Fire Department and the JCC Volunteer Rescue Squad.

**PURPOSE**

This budget provides for a contingency reserve to pay for needs caused by unforeseen events falling into three categories: 1) Catastrophic reserves, to provide limited emergency funds in the event of natural or man-made disasters; 2) Operational reserves, to provide additional funds for limited unexpected service needs; and 3) Revenue reserves, to provide limited funds to smooth fluctuations in revenues caused by changes in economic conditions. A negative contingency captures savings created by personnel turnover.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Contingency	\$ 525,687	\$ 822,994	\$ 867,125
Personnel Contingency	25,000	(600,000)	(600,000)
Reserve for Compensation	-	700,000	-
Economic Development Incentives	196,010	152,010	149,900
Matching Funds - Grants	100,000	100,000	100,000
Local Aid to State Government	80,400	80,400	-
Total	\$ 927,097	\$ 1,255,404	\$ 517,025

**BUDGET COMMENTS**

Contingency continues to be budgeted at a level amount. Personnel contingency is budgeted at a level amount to capture personnel turnover savings. Economic Development Incentives are funded for commitments for Enterprise Zone Grants and other incentive commitments. The Local Aid to State Government has been eliminated and the Reserve for Compensation that was included in the FY2014 Plan has been distributed to each department/division.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund****DESCRIPTION OF SERVICES**

The Williamsburg-James City County Public Schools operates as an independent, consolidated school division. The Division operates 15 schools - nine elementary, three middle and three high schools. Funding is received from several sources - local appropriations, State and Federal funds, and charges for certain services. This budget provides for James City County's share of the School Operating Budget and a contribution to Debt Service (repayment of borrowed funds, plus interest) relating to school facilities.

**BUDGET SUMMARY**

<u>Breakdown</u>	FY 12 Adopted	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Local Contribution	\$ 74,250,000	\$ 76,689,505	\$ 77,226,057	\$ 79,354,599
Debt Service	18,000,000	18,000,000	18,000,000	18,000,000
Salary/Fringes-Board	30,815	30,810	30,810	30,810
	<u>\$ 92,280,815</u>	<u>\$ 94,720,315</u>	<u>\$ 95,256,867</u>	<u>\$ 97,385,409</u>

**BUDGET COMMENTS**

The local contribution in FY2014 increases by \$2,665,094 or 3.48%. The contribution to debt service remains the same. No additional bonded indebtedness is proposed in FY2014 for School projects. Repayment of principal and interest on previous borrowings for the Schools is shown in the Debt Service Fund. See page F-11 for additional details.

The FY2014 funding fully funds the budget request as included in the Superintendent's Proposed Budget as submitted to the Williamsburg-James City County School Board. The City/County funding split for FY2014 is 9.54%/90.46%. That is a change from the 9.17%/90.83% in FY2013.

The local contribution in FY2014 assumes an increase in County funds that targets an overall 3% pay raise for School employees.

**Contribution to Williamsburg-James City  
County Schools****General Operating Fund**

County funding is part of a total funding package for the school budget as follows:

<u>Breakdown</u>	FY 12 Adopted	FY 13 Adopted	FY 14 Plan	FY 14 Adopted	Percent Change
County	\$ 74,250,000	\$ 76,689,505	\$ 77,226,057	\$ 79,354,599	3.5%
City	7,325,478	7,742,406	7,965,401	8,368,814	8.1%
	81,575,478	84,431,911	85,191,458	87,723,413	3.9%
Other	28,981,596	28,132,505	28,617,450	28,153,459	0.0%
	\$ 110,557,074	\$ 112,564,414	\$ 113,808,908	\$ 115,876,872	2.9%
Enrollment	10,671	10,748	10,992	10,992	2.3%
Spending Per Pupil	\$10,361	\$10,473	\$10,354	\$10,542	0.7%

**BUDGET COMMENTS**

Revenues and expenditures for FY2014 increase by 2.9% over the FY2013 numbers. Projected enrollment increases over the actual FY2013 enrollment by 244 students or 2.3%.

The City and County have a school funding contract built on the respective share of enrollment in the joint school system. The City shares of funding of local revenues are expected to be as follows:

FY2012	8.98%
FY2013	9.17%
FY2014	9.54%

The City share increases in both FY2013 and FY2014 due to unusual increases in the City's share of the total enrollment. In addition to the funding for the operating budget and for debt service, there are also proposed capital investments for school facilities. Those are shown in Section D of this budget.

***DESCRIPTION OF SERVICES***

The Williamsburg Regional Library consists of two Mobile Library Services vehicles and two buildings - the James City County Library on Croaker Road and the Williamsburg Library on Scotland Street. The Library offers a wide range of materials for adults and children. In addition to books, the Library provides audio books on CD, feature and non-feature videos and DVDs, music CDs, and several specialty collections. The Library also provides access to numerous online computer resources. Librarians are available to assist users at our buildings and remotely via phone, E-mail, or instant messaging. The Mobile Library Services vehicles bring Library resources to community members who cannot access the Library buildings. The Library also provides a homebound service, delivering materials to those unable to take advantage of the Mobile Library Services vehicles. The Library offers an assortment of programs for children and adults, including story times, Library tours, computer classes, and book discussions. The Library hosts the acclaimed Dewey Decibel Concert Series, regular films, exhibits, and other events. The Williamsburg Library has three meeting rooms and a 268-seat theater; the James City County Library has two meeting rooms, a computer lab, and the 90-seat Kitzinger Community Room. Through formal partnerships with 26 local organizations, the Library extends its reach into the community, attracting new users and expanding access to Library services.

***BUDGET SUMMARY***

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
Regional Library System & Arts Center	\$ <u>4,120,251</u>	\$ <u>4,160,253</u>	\$ <u>4,321,006</u>

Total Regional Library System Budget:

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
County	\$ <u>4,120,251</u>	\$ <u>4,160,253</u>	\$ <u>4,321,006</u>
City	\$ <u>819,506</u>	\$ <u>840,552</u>	\$ <u>819,506</u>
Other	\$ <u>976,034</u>	\$ <u>988,528</u>	\$ <u>1,001,455</u>
Total	\$ <u>5,915,791</u>	\$ <u>5,989,333</u>	\$ <u>6,141,967</u>

***BUDGET COMMENTS***

The City of Williamsburg and the County have a contractual agreement for the operations of the library system. The contract provides for Library employees to be covered under the County's personnel and pay plans. This budget provides for increased County funding as per the contractual agreement as a result of increases in pay and health insurance.

**DESCRIPTION OF SERVICES**

This activity provides for local contributions to regional entities with which the County is a partner.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Regional Jail	\$ 2,286,839	\$ 2,260,631	\$ 2,363,161
Regional Juvenile Detention Center	352,000	352,000	334,400
Williamsburg Area Transit Authority	505,216	505,216	573,420
Colonial Group Home Commission	380,854	380,854	380,854
	<u>\$ 3,524,909</u>	<u>\$ 3,498,701</u>	<u>\$ 3,651,835</u>

**BUDGET COMMENTS**

The County is a member of the Virginia Peninsula Regional Jail Authority, along with the Cities of Williamsburg and Poquoson, and the County of York. The local contribution is the expected cost of County prisoners. That cost will cover all local costs associated with the operations of the Regional Jail, as well as debt service for the facility.

The County is also a member of the Middle Peninsula Juvenile Detention Commission, along with 17 other localities. This budget is based on the projected number of beds that the County will use over the next two years.

Increased funding to the Williamsburg Area Transit Authority reflects a 13.5% increase in funding and helps to replace lost Federal funds so as to avoid service reductions.

The Colonial Group Home Commission is a regional court alternative program that operates Crossroads, community supervision, and electronic monitoring for juveniles.

**DESCRIPTION OF SERVICES**

Included in this service area is the County's contribution to the Peninsula Health District (PHD), a State agency with shared funding. The Department offers a wide range of preventive, diagnostic, and rehabilitative medical and health services to all County residents, regardless of age, sex, race, or income, whenever the need arises. Other clinical services are provided by a not-for-profit corporation, Williamsburg Area Medical Assistance Corporation, also known as the Olde Towne Medical Center. Olde Towne Medical Center is funded by local jurisdictions, the local hospital, local businesses, and the State Health Department. It is staffed by volunteer physicians and paid administrative and nursing staff. WAMAC focuses on family practice to low-income families who have no or limited access for their health care needs.

The Parents as Teachers program, formerly Comprehensive Health Investment Program (CHIP), targets children, birth to age six, and assists in providing access to health care in the community.

The County also contributes funds to Colonial Behavioral Health, a regional agency that provides overall administration and coordination of mental health, mental retardation, and substance abuse programs for Williamsburg, James City County, York County, and Poquoson. Services include psychiatric evaluation and treatment, individual and group counseling, drug and alcohol abuse treatment, vocational workshops for the developmentally disabled, and special educational and rehabilitation programs for handicapped children. Local funding is shared according to an agreed, predetermined formula. Funding for administrative expenses is based on population, while programmatic funding is based 20 percent on population and 80 percent on current utilization figures.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Olde Towne Medical Center	\$ 315,000	\$ 315,000	\$ 330,750
Public Health Contribution	337,995	337,995	346,174
Colonial Behavioral Health	923,180	923,180	1,026,995
Parents as Teachers Program	51,070	51,070	51,070
Local Effort	3,600	3,600	-
Total Health Services	\$ <u>1,630,845</u>	\$ <u>1,630,845</u>	\$ <u>1,754,989</u>

**BUDGET COMMENTS**

The funding for public health generally reflects the County's utilization of the regional Public Health Department and Olde Towne Medical Center.

**PURPOSE**

This budget records the County's contribution from the General Fund to Other Funds, including the Community Development Fund, Special Projects Fund and the Social Services Fund. This budget also provides funding for debt service payments, including bonds and lease-purchase agreements for nonschool projects.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
Special Projects	\$ -	\$ -	\$ 255,000
Capital Projects	2,000,000	2,000,000	2,302,000
Housing Development	150,000	150,000	100,000
Colonial Community Corrections	34,470	36,913	42,898
Debt Service	2,450,000	2,500,000	2,500,000
Social Services	1,587,616	1,621,590	1,534,173
Comprehensive Services Act	367,426	367,426	367,426
Housing and			
Community Development	480,059	483,508	485,664
Tourism Investment Fund	1,170,000	1,170,000	1,299,000
Total	\$ <u>8,239,571</u>	\$ <u>8,329,437</u>	\$ <u>8,886,161</u>

**BUDGET COMMENTS**

Program details may be found in the separate budgets for these activities found in Sections D (Capital) and F of this budget



## VISION

WE ARE A HISTORIC PLACE



WE VALUE HEALTHY MINDS  
AND HEALTHY BODIES



WE HAVE  
A SPECIAL  
CHARACTER



WE ARE A Five-Year Capital Improvements Program  
COMMUNITY OF CHOICE



WE HAVE FIRST-CLASS  
GOVERNMENT

## SECTION D CAPITAL PROJECTS BUDGET

## **Capital Improvement Program FY2014 – FY2018**

The James City County Capital Improvement Program (CIP) is a planning and budget tool, which provides information about the County's infrastructure needs for a five-year time frame. The first year of the CIP is the Capital Budget and this first year is actually the only year where funding sources are identified and appropriated to projects. The remaining four years of the CIP list the capital projects identified for implementation, the estimated cost, and possible funding sources. Each year the list of projects is reviewed for need, cost, and priority. New projects may be added and other projects deleted.

Generally, Capital Improvements are defined as physical assets, constructed or purchased, that have a useful life of ten years or longer, a cost of \$50,000 or more, and result in a County asset. Projects that meet this definition of a capital improvement are included in this CIP, such as:

- a. New and expanded facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Equipment for any public facility or improvement when first erected or acquired.
- d. The cost of engineering or architectural studies and services relative to the improvement.
- e. The acquisition of land for a community facility, such as a school, a park, or for greenspace or conservation purposes.

Funding for the purchase of vehicles or equipment is included in the CIP when they have expected lives of ten years or longer and a cost of \$50,000 or more.

**CAPITAL MAINTENANCE PROJECTS.** Included as a separate component of the Capital Improvement Program are certain items meeting the definition of Capital Improvements, but could just as easily be classified as "maintenance" of either a facility or of a program. Roof repairs and replacement fire trucks are generally shown as "maintenance" projects. School buses, as an example, are budgeted differently depending upon whether they are new buses or are replacements.

**CAPITAL OUTLAY.** The CIP does not include items defined as Capital Outlay. These items, shown within the County's Operating Budget, include such things as furniture, equipment, vehicles, and motorized equipment needed to support the operation of the County's programs. Generally, a Capital Outlay item may be defined as an item valued in excess of \$1,000, but less than \$50,000. A Capital Outlay item would usually have a life expectancy of less than 10 years, but there are items, such as pieces of furniture, that will probably be in use for much longer.

Capital Outlay may also include minor construction projects and facility repairs. If these items can be combined into a project category that would be defined as a Capital Project, then the project would most likely be shown as a Capital Maintenance project.

**COMPREHENSIVE PLAN.** The County's CIP is developed and proposed within the context established by the County's adopted Comprehensive Plan. This Plan is evaluated annually and is the focus of a major review every five years. Components of the Plan include goals, objectives, and strategies in major subject areas, such as economics, public facilities, parks and recreation, housing, environment, transportation, community character, and land use.

**PLANNING COMMISSION.** The County's Planning Commission annually reviews the Capital Improvement Program and ranks each non-maintenance project within the context of the adopted Comprehensive Plan. The Commission's Capital Improvement Program rankings are submitted separately to the Board of Supervisors.

## **Capital Improvement Program FY2014 – FY2018**

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**STRATEGIC PLAN.** Each year County departments and agencies review and revise the Strategic Plan that inspire their annual goals, objectives, and work program initiatives for the coming year. Most of the budget impacts of an adopted Strategic Plan are in the Operating Budget, but a few items may end up in the CIP.

**PROJECT COSTS.** The projected costs of each capital project are sometimes the result of detailed engineering studies and sometimes simply educated guesses. The project costs to be funded in the CIP should include all costs relating to design, acquisition, construction, project management, equipment, legal expenses, mitigation of damages, title costs and other land related costs, etc., when such information is available. Each year the CIP may be adjusted as the complete project costs become more firmly known.

**FUNDING DECISIONS.** Funding recommendations by staff to the Board are made based on a variety of information. The total amount of money available, the level of developer contributions or other private funding sources, the availability of grants or Federal and State funds, and the availability of previously appropriated and unobligated funds are all factors that are considered in recommending a funding level. Consistency with either the Strategic Management and Comprehensive Plans, as well as the Planning Commission's priorities, are also considered in the funding recommendation.

**DEBT FINANCING.** Debt financing is an option that the Board of Supervisors may also consider as a financing option. There are essentially only two options for debt financing. The first is some form of owner financing or lease purchase, an installment sale, or any other financing instrument that must be reviewed and funds appropriated each year. The second type of debt financing is known as general obligation financing, where future Boards of Supervisors are required to set the tax rates at a level to pay off the debt. Except for specific exceptions, such as schools, general obligation debt can only be issued after a successful voter referendum authorizes the borrowing. Debt financing payments are then paid mostly from General Fund contributions. Past trends have been to “stair step” increasing contributions from the operating budget. The change from annual reassessments to reassessments every other year puts most of the funding pressure on the first year of the two-year budget process. For a further discussion of debt financing, please see page F-11.

**SEPARATE CAPITAL IMPROVEMENT PROGRAMS.** Some agencies and/or regional organizations adopt their own Capital Improvement Programs. These include the Virginia Peninsula Regional Jail, the Middle Peninsula Juvenile Detention Commission, the Community Action Agency, the Group Home Commission, and the James City Service Authority. The County's CIP includes items for regional groups, such as the Williamsburg Regional Library or the Williamsburg-James City County Public Schools, where the County is the major funding source.

**SUMMARY.** The Capital Improvement Program represents the mutual efforts of County departments and agencies to meet the infrastructure needs of County residents, businesses, and visitors. It usually cannot fully fund all the Capital Budget requests and the projects are closely scrutinized and prioritized to provide for the maximum benefit. Citizen input, the County's adopted Comprehensive and Strategic Management Plans, the recommendations of the County's Planning Commission, and the total funding available all play a role in allocating limited resources. The FY2014-FY2018 Capital Improvement Program is very lean compared to previous years as capital investments compete with ongoing operations for adequate funding.

## Capital Improvement Program Details

FUNDING SOURCES	FY2014	FY2015	FY2016	FY2017	FY2018	<b>FIVE YEAR TOTAL</b>
General Fund Year-end Balance	<b>\$2,850,000</b>	\$ 2,000,000	\$2,000,000	\$ 2,000,000	\$2,000,000	\$10,750,000
Transfer from General Fund	<b>2,302,000</b>	4,000,000	4,200,000	5,000,000	5,200,000	20,802,000
Bond Financing		22,272,000		20,792,000		43,064,000
Sale of County Property	<b>600,000</b>					600,000
Proffers	<b>160,000</b>	40,000	50,000	50,000	50,000	350,000
State Wireless Funds	<b>143,000</b>					143,000
Marina Rental Income	<b>54,000</b>	66,000	75,000	82,000	88,000	365,000
	<b><u>\$6,109,000</u></b>	<b><u>\$28,378,000</u></b>	<b><u>\$6,325,000</u></b>	<b><u>\$27,924,000</u></b>	<b><u>\$7,338,000</u></b>	<b><u>\$76,074,000</u></b>

**Fund balances** from the County's General Fund, generated by revenues realized that exceeded the budget and spending that came in under budget, will become part of the funding package for the following year's Capital Projects. In addition, monies generated from **recurring annual revenue** are also contributed to support some of the capital spending. **Bond financing** is planned every other year for very specific projects:

FY2015	\$10,622,000	County share of the costs of a new central office for the Schools - currently a placeholder
FY2015	\$11,650,000	General Services Operations building, the Warhill Sports Complex operations facility, HVAC/roof at the Human Services Center and Jamestown Beach site improvements
FY2017	\$20,792,000	Placeholder to put James Blair back into service as a middle school. This is the County share and a placeholder only.

### County debt outstanding:

	Beginning	Borrowed	Retired	Projected Ending
FY2013	192,421,159	25,530,000	21,967,590	195,983,569
<b>FY2014</b>	<b>195,983,569</b>		<b>17,048,041</b>	<b>178,935,528</b>
FY2015	178,935,528	22,272,000	<b>16,837,695</b>	184,369,833
FY2016	184,369,833		14,392,234	169,977,599
FY2017	169,977,599	20,792,000	14,777,271	175,992,328
FY2018	175,992,328		13,572,497	162,419,831

One-time revenue expected from the **Sale of County property** in the Wellington subdivision is included in FY2014 and will be appropriated to the Fire Station No. 4 (Olde Towne Road) expansion and refurbishment project. **Proffer Revenue** will go primarily to stormwater and school projects while the **Marina Rental Income** will be reinvested in improvements at the marina site.

A one-time adjustment in **wireless funds** from the State will also be dedicated to one-time spending to place the last of the County's aerial runs of fiber (primarily on John Tyler Highway and Jamestown Road) underground.

The revenue shown for FY2014 will be appropriated by the Board of Supervisors in this budget process. The revenue estimates for the years FY2015 through FY2018 are for planning purposes and will be revisited each year.

## Capital Improvement Program Details

<b>INVESTMENT SUMMARY</b>	<b>PREVIOUS</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FIVE YEAR TOTAL</b>
Administrative Services	\$2,350,000	<b>\$ 345,000</b>	\$ 567,000	\$ 650,000	\$ 650,000	\$ 850,000	\$3,062,000
Public Safety	3,659,900	<b>1,126,130</b>	655,000	1,294,000	935,000	939,000	4,949,130
Parks and Recreation	635,000	<b>1,041,000</b>	4,607,000	977,000	977,000	970,000	8,572,000
General Services	891,740	<b>1,538,000</b>	8,850,000	1,617,000	1,611,000	1,445,000	15,061,000
Schools		<b>2,058,870</b>	13,699,000	1,787,000	23,751,000	3,134,000	44,429,870
	<b>\$7,536,640</b>	<b>\$6,109,000</b>	\$28,378,000	\$6,325,000	\$27,924,000	\$7,338,000	\$76,074,000

The next several pages in this budget presentation will explore the project details included in the summary shown above. The FY2014 budget will appropriate only the FY2014 projects. The Projects and dollar amounts shown in FY2015 through FY2018 are for planning purposes only and will be revisited by future Boards during the annual budget cycle.

<b>ADMINISTRATIVE SERVICES</b>	<b>PREVIOUS</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FIVE YEAR TOTAL</b>
Fiber Optic Ring Phase II	\$1,700,000		\$362,000	\$650,000	\$650,000	\$850,000	\$2,512,000
Revenue System Software	650,000	<b>\$210,000</b>					210,000
Building D							
Video/Broadcast		<b>135,000</b>	205,000				340,000
	<b>\$2,350,000</b>	<b>\$345,000</b>	\$567,000	\$650,000	\$650,000	\$850,000	\$3,062,000

The County's fiber optic rings connect over 50 public facilities located in both the City and the County and offer consistent high speed service for telecommunications, emergency communications, video and other services over a County-wide network. The **FY2015** allocation is proposed to begin to put the last of the County's aerial (located on telephone or power poles) segments underground. Those segments are primarily on Jamestown Road, serving Jamestown High School and extending to John Tyler Highway and Fire Station No. 5. Beyond FY2015, the investment of funds is designed to complement, and in the event of a disruption, provide an alternative route for fiber services. Ultimately every location currently served will be served from at least two different directions. The fiber optic ring has allowed energy usage monitoring and management of school and non-school facilities from a central location to optimize energy use. Energy cost savings over the past several years in both the County and School budgets has saved more than \$100,000 in annual spending despite the addition of additional buildings.

A major software replacement, the Revenue Billing and Collection software employed by the Commissioner of the Revenue and Treasurer, will be replaced over a 24-month period. The software modernization project should improve access by County taxpayers, revenue collection and the reduction in manual processing.

The recently-renovated legislative and administrative center at the Government Center has a large meeting room and investments over the next two years will allow video broadcasts to originate live from Building D. This is designed to supplant the limited work session space currently used in Building F. Replacing \$10,000 in equipment in the current Board room is also included in FY2014.

## Capital Improvement Program Details

<b>PUBLIC SAFETY</b>	<b>PREVIOUS</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FIVE YEAR TOTAL</b>
Fire Station #4 Rebuild	\$3,400,000	\$ 669,130					\$ 669,130
Mobile Data Terminals	153,900	302,000					302,000
Medic Unit Replacement	106,000	155,000		\$260,000		\$260,000	675,000
Fire Pumper Replacement			\$655,000		\$665,000		1,320,000
Fire SCBA Replacements				850,000			850,000
Police Bldg Vehicle Shelter				184,000			184,000
Dive Truck Replacement					250,000		250,000
Pol Use of Force Simulator					20,000	129,000	149,000
Squad Truck Replacement						550,000	550,000
	<b>\$3,659,900</b>	<b>\$1,126,130</b>	<b>\$655,000</b>	<b>\$1,294,000</b>	<b>\$935,000</b>	<b>\$939,000</b>	<b>\$4,949,130</b>

### BUDGET COMMENTS

A previously approved and partially funded project to update, refurbish and expand an existing fire station (FS #4) on Olde Towne Road will see additional funding derived from the sale of County property in the Wellington subdivision. The additional funding is needed to construct a new fire station while the existing one remains open and operational. Soil problems have resulted in additional fill and changes to stormwater collection and treatment. Undergrounding overhead power lines, realigning the entrance to meet VDOT requirements and needing to continue to operate the station while construction is underway have resulted in additional costs.

Mobile Data Terminals (MDTs) will be replaced for police, fire, emergency medical and sheriff vehicles. Previous funding includes \$67,000 reallocated from the Police Building project budget.

Medic Units 12, 31, and 51 will be replaced every two years as will Fire Pumper Engines 11 and 22.

Self-Contained Breathing Apparatus (SCBA) used by the Fire Department will be replaced and upgraded in FY2016. A vehicle shelter for specialty vehicles and a use of force simulator are proposed for the Police Department, while replacements for the dive team truck and the Station 1 (Toano) squad truck are also included.

## Capital Improvement Program Details

PARKS AND RECREATION	PREVIOUS	FY2014	FY2015	FY2016	FY2017	FY2018	FIVE YEAR TOTAL
Recreation Center							
Roof/Interior/HVAC	\$285,000	<b>\$102,000</b>	\$172,000	\$102,000	\$ 20,000	\$182,000	\$ 578,000
Chick RF Park							
Infrastructure	300,000	<b>345,000</b>					345,000
Jamestown Marina Maint	50,000	<b>54,000</b>	66,000	75,000	82,000	88,000	365,000
Jamestown Beach Ph III		<b>440,000</b>					440,000
WSC Operations Facility *		<b>100,000</b>	2,100,000				2,200,000
Jamestown Beach Infrastructure*			1,900,000				1,900,000
Warhill Parking - Paving			200,000				200,000
Mid County Lighting Fixtures			169,000				169,000
JCC Rec Ctr Parking Exp - Asbury				800,000			800,000
Hornsby/Blayton Concessions					200,000		200,000
Warhill Artificial Turf						675,000	700,000
Replace							1,375,000
	<b>\$635,000</b>	<b>\$1,041,000</b>	<b>\$4,607,000</b>	<b>\$977,000</b>	<b>\$977,000</b>	<b>\$970,000</b>	<b>\$8,572,000</b>

\* FY2015 investments proposed to be debt-financed

**FY2014** The multi-year project to upgrade the Recreation Center continues with work to replace the roof, HVAC units, upgrade restrooms, the intercom system, and flooring, and resurface the pool and whirlpool areas and repaint. Funds appropriated in FY2013 (\$285,000) for improvements to the second floor will be reallocated to roof/interior work.

Water and sewer upgrades are proposed at Chickahominy Riverfront Park as are reinvesting the proceeds of the rental income at the Jamestown Marina into capital maintenance. The last section of the beachfront at Jamestown Beach is proposed to be improved with restrooms, the removal of the accumulated debris and the installation of the final jetty. Included in the cost estimates is a beach sand-cleaning tractor. The National Park Service's policies that have reduced public access to the beaches on the Colonial Parkway have led to increased public interest in, and use of, the riverfront beaches at Jamestown Beach.

**FY2015** An Operations Facility at the Warhill Sports Complex is proposed for maintenance, scheduling and office space for Park staff. These facility needs may be incorporated into plans for a community gymnasium if that project is resurrected. Also included in FY2015 are road, water, sewer and electricity extensions and other infrastructure improvements at Jamestown Beach. Replacing light fixtures for the playground, tennis courts and basketball courts at Mid County Park and paving improvements at the Warhill Sports Complex are also proposed. **FY2016** includes an expansion of the parking lots at the County Recreation Center and the closure of Asbury Road (the road between the Recreation Center and the County property across the street).

Providing a concessions area and restrooms for the seven sports fields at Blayton Elementary and Hornsby Middle Schools in **FY 2017** and replacing artificial turf at the fields at Warhill, including the field at Wanner Stadium, is proposed in two budget years, **FY2017** and **FY2018**.

Regional sports facilities designed for County, School and to attract tournaments to the community, to include a field house/community gym and/or an aquatics facility, are not shown in the five year CIP because of uncertainties about funding sources, capital and operating costs, and participation by other localities and non-profits. There is an on-going discussion about these facilities and they may show up in future capital improvement programs.

## Capital Improvement Program Details

<b>GENERAL SERVICES</b>	<b>PREVIOUS</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FIVE YEAR TOTAL</b>
Stream Restorations	\$350,000	<b>\$568,000</b>	\$735,000	\$450,000	\$450,000	\$450,000	\$2,653,000
Neighborhood Drainage	296,740	<b>103,000</b>	200,000	550,000	780,000	760,000	2,393,000
Public Stormwater Maintenance	160,000	<b>215,000</b>	265,000	235,000	235,000	235,000	1,185,000
Gov Center Bldg F HVAC		<b>165,000</b>					165,000
Knuckle Boom Truck Replace		<b>150,000</b>					150,000
Gov Center Bldg B HVAC/Alter		<b>135,000</b>					135,000
Grounds Mower Replacement		<b>52,000</b>					52,000
Fleet Building Roof	85,000	<b>50,000</b>					50,000
General Services Ops Bldg *		<b>100,000</b>	5,600,000				5,700,000
Human Services Ctr HVAC/Roof *			2,050,000				2,050,000
Paving - Government Center				252,000			252,000
Video Center HVAC				130,000			130,000
Fire Station # 5 HVAC					80,000		80,000
Emergency Ops Center Roof					66,000		66,000
	<b>\$891,740</b>	<b>\$1,538,000</b>	<b>\$8,850,000</b>	<b>\$1,617,000</b>	<b>\$1,611,000</b>	<b>\$1,445,000</b>	<b>\$15,061,000</b>

\* FY2015 investments proposed to be debt-financed

Multi-year investments in stream restorations, neighborhood drainage problems and improvements to public stormwater facilities continue. Both the Federal and State governments have increased the standards for acceptable stormwater systems. The County, as well as County businesses and community associations, are tackling these issues head on, but these mandated investments in improving water quality continue.

**FY2014** Stormwater projects focus on maintaining and improving publicly-owned Stormwater facilities and a targeted implementation of the areas identified as the most in need of improvement in the adopted Watershed Management Plans for Powhatan and Mill Creek. New and prior funding will continue the Winston Terrace, Braddock Court and other Mill Creek stream restoration projects, the Brook Haven, James Terrace, Upper Lake Powell Road, and Kingspoint neighborhood drainage improvement projects and the repair and maintenance of County-owned Stormwater management facilities at James River Elementary School, Clark Lane, and Matoaka Elementary School.

**FY2014** also includes HVAC enhancements for two buildings, roof replacements, replacements for both a solid waste knuckle boom truck and a playing field mower and some seed money for planning a General Services Operations Center on Tewning Road. That center would house the stormwater, grounds, facility, capital project management and energy staff of General Services and would include training facilities, equipment repair shops and other dedicated space. Funding for both the General Services facility and a major rehabilitation of the County's Human Services Center on Olde Towne Road would be debt-financed in **FY2015**.

Mandated stormwater investments dominate the General Services capital programs in **FY2016**, **FY2017**, and **FY2018** although HVAC/roof replacements and re-paving projects continue.

## Capital Improvement Program Details

SCHOOLS	FY2014	FY2015	FY2016	FY2017	FY2018	FIVE YEAR TOTAL
Jamestown HS Refurbishment	\$ 950,000	\$ 2,730,000				\$ 3,680,000
Clara Byrd Baker Refurbishment		\$ 708,000	\$ 826,765			1,534,765
James River ES Refurb/ Roof			1,946,000	264,840		2,210,840
Stonehouse ES Refurbishment				1,666,365		1,666,365
Norge ES Refurbishment				1,035,000		1,035,000
Classroom Technology Upgrades	500,000	500,000	500,000	500,000	500,000	2,500,000
New Central Office *	250,000	11,750,000				12,000,000
James Blair Middle School *			500,000	23,000,000		23,500,000
Rawls Byrd Gym HVAC	200,000					200,000
Matthew Whaley Chiller	200,000					200,000
Security Card Access Systems	70,000	70,000	70,000			210,000
Bus Garage Equipment	53,000		96,000			149,000
Bus Safety Equipment	53,000	53,000	53,000			159,000
Backflow Preventers		50,000	50,000			100,000
City Share - Schools	(217,130)	(326,000)	(190,000)	(313,765)	(332,205)	(1,379,100)
City Share - Borrowings						
*		(1,128,000)		(2,208,000)		(3,336,000)
	<b>\$2,058,870</b>	<b>\$13,699,000</b>	<b>\$1,787,000</b>	<b>\$23,751,000</b>	<b>\$3,134,000</b>	<b>\$44,429,870</b>

\* FY2015/2017 investments proposed as borrowings for a new central office and to reinstate James Blair as a functioning middle school. The dollars are only placeholders at this point in time.

\*\* The dollars are only placeholders at this point in time\*\*

The five-year program represents only a portion of the \$70 million CIP proposed in the Superintendent's budget but the more significant and higher priority projects are included. The costs are shared with the City under the School contract - the split in **FY2014** is a calculated 9.54% for the City, the City contributions in **FY2015** and beyond are only estimates.

Refurbishments of existing school buildings, relocating the central and administrative offices from James Blair and returning a functional James Blair Middle School as early as August 2017 are the major priorities. The dollars shown are placeholders only. The final costs are dependent on a variety of decisions that have not yet been made. Ultimately the School Board, the Board of Supervisors and City Council will need to agree to a program, timing, scope and location of the various components.

Included is an emphasis on upgrading and refreshing classroom technology, particularly in elementary school classrooms to enhance access to video or photo content and to participate in interactive field trips and demonstrations. Continuing improvements to inadequate HVAC systems within schools are also included.

Student and staff safety concerns are also addressed, capital balances were re-allocated in FY2013 for building security but continuing investments in both security access systems and school bus safety (primarily video cameras) programs are also on-going. Improvements in fleet operations and maintenance, particularly for school buses, have created the need for new maintenance equipment at the School garage.



## VISION

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## SECTION E UTILITY BUDGETS

## Introduction

The James City Service Authority operates the County's Water and Sewer systems as an enterprise utilizing user fees for operations. Support services in legal, planning, finance, payroll, and general administrative areas are provided by various County departments on a reimbursable basis. The Authority's operations are coordinated through five separate funds:

**Administration Fund** - The Administration Fund contains expenses such as salaries, building maintenance, utilities, and other overhead expenses that are not directly attributable to one of the other funds. Personnel perform job duties that impact both Water and Sewer funds

**Water Fund** - The Water Fund contains revenues and expenses for operation of the JCSA groundwater supply and distribution system. Personnel perform job duties that are directly attributed to the Water fund

**Sewer Fund** - The Sewer Fund contains revenues and expenses for operation of the JCSA sewer collection and transmission system. Personnel perform job duties that are directly attributed to the Sewer fund

**Capital Improvements Program (CIP)** - The Capital Improvements Program provides revenues and expenses for major water and sewer expansions, replacements, and rehabilitations.

**Debt Service Fund** - Identify spending and sources of funding to pay principal and interest on outstanding Authority debt.

These budgets reflect assessment of key service rates and charges for FY2014, as follows:

1.	Water Service Retail Rate	Residential: (Per Billing Period)	1st Block < 15,000 gallons 2nd Block > 15,000 to < 30,000 gallons 3rd Block > 30,000 gallons	\$2.85 per 1,000 gallons \$3.45 per 1,000 gallons \$9.80 per 1,000 gallons
		Commercial: Flat Rate		\$3.45 per 1,000 gallons
2.	Sewer Service Retail Rate	Flat Rate		\$3.22 per 1,000 gallons
3.	Water System Facility Charge	5/8-inch meter		\$500 per bathroom fixture
4.	Sewer System Facility Charge	5/8-inch meter		\$400 per bathroom fixture

**PURPOSE**

The James City Service Authority finances, constructs, operates, and maintains public water and sewer systems within the Primary Service Area which is the area designated by the County's Board of Supervisors for the provision of water and sewer services. Operational and maintenance responsibilities include wells, water distribution lines, sewage pumping stations, and sewage collection lines. Expenses are charged directly to a particular project or are allocated to the different operating areas as indirect costs.

The Administrative Fund accounts for indirect costs and allocates to the Water and Sewer funds based on the number of customers, system work orders, number of facilities, miles of water/sewer lines, and capital assets value. Personnel perform job duties that impact both Water and Sewer funds. The current allocation provides for a ratio of 42 percent from Water Fund and 58 percent from Sewer Fund.

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
<u>Expenses:</u>			
Personnel Expenses	\$ 4,569,183	\$ 4,547,811	\$ 4,662,400
Operating Expenses	1,706,811	1,741,204	1,713,835
Capital Outlay	<u>144,000</u>	<u>99,500</u>	<u>54,500</u>
Total	<u>\$ 6,419,994</u>	<u>\$ 6,388,515</u>	<u>\$ 6,430,735</u>
<u>Allocation of Expenses:</u>			
Water Fund	\$ 2,696,397	\$ 2,683,176	\$ 2,700,909
Sewer Fund	<u>3,723,597</u>	<u>3,705,339</u>	<u>3,729,826</u>
Total	<u>\$ 6,419,994</u>	<u>\$ 6,388,515</u>	<u>\$ 6,430,735</u>

**PERSONNEL**

Full-Time Personnel	63	63	63
Part-Time Personnel	2	2	2

**BUDGET COMMENTS**

Administrative expenses are reimbursed from the operating funds through utility consumption charges, water and sewer inspection fees, billing service charges, interest income and office rent charged to James City County.

The FY2014 Administrative Budget increases 0.17 percent from the FY2013 budget. Increased costs include salaries, health insurance premiums, fuel, and maintenance coverage for the Operations Center HVAC system after the initial warranty period. The FY2014 capital outlay adopted budget includes two vehicle replacements while the FY2014 capital outlay plan included three vehicle replacements. This savings will be possible by re-using a County surplus vehicle.

**PURPOSE**

This Water Fund Operating Budget contains revenues and expenses for operation of the JCSA groundwater supply and distribution system. Indirect operating and maintenance costs are allocated from the Administrative Fund. Personnel perform job duties that are directly attributed to the Water fund. Revenue is provided from service charges, interest income, and other miscellaneous items such as inspection fees, plan review charges and rental income.

**KEY WORKPLAN ITEMS**

1. Provide and maintain safe drinking water for residential and commercial customers within Primary Service Area and seven independent water systems, in accordance with Commonwealth of Virginia, Department of Health, permits, standards and regulations
2. Operate and maintain the central water system (10 water production facilities and a 5 million gallon per day groundwater treatment facility) and 7 independent water production systems located outside the Primary Service Area
3. Educate citizens about water conservation
4. Maintain backflow and cross-connection program that meets Virginia Department of Health Standards and Regulations to prevent contamination of the water system
5. Respond to and repair interruptions to the water production and distribution system 24-hours a day and 7-days a week

**BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
<b><u>Revenues:</u></b>			
Service Charges	\$ 6,707,706	\$ 6,714,044	\$ 6,543,473
Interest	132,685	132,685	95,400
Miscellaneous	<u>426,621</u>	<u>397,621</u>	<u>396,621</u>
Total	<u>\$ 7,267,012</u>	<u>\$ 7,244,350</u>	<u>\$ 7,035,494</u>
<b><u>Expenses:</u></b>			
Admin Fund Allocation	\$ 2,696,397	\$ 2,683,176	\$ 2,700,909
Direct Expenses	3,136,171	2,939,130	3,034,203
Capital Equipment Outlay	49,500	33,500	33,500
Debt Service Fund	1,380,944	1,384,544	-
PDA Operating Costs	4,000	4,000	1,100
CIP Transfer-Kingswood	-	200,000	200,000
Reserves Transfer	<u>-</u>	<u>-</u>	<u>1,065,782</u>
Total	<u>\$ 7,267,012</u>	<u>\$ 7,244,350</u>	<u>\$ 7,035,494</u>

**PERSONNEL**

Full-Time Personnel

15

15

15

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Drinking water produced (millions of gallons)	1,904M	1,752M	1,886M	1,850M
Drinking water customers served	19,719	20,070	20,378	20,786
Miles of water pipe maintained	393	390	415	407
% Water (MGD) withdrawal versus DEQ Permit	58.4%	62%	65%	65%
% Water quality samples in compliance	99.8%	99.9%	100%	100%
% Water service interruptions repaired in 8 hours or less	91.6%	80%	90%	90%

**BUDGET COMMENTS**

This Water Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Water System Preventive Maintenance and Rehabilitative Programs. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve both water quality and reliability.

FY2014 Water Fund service charges revenue decreases 2.5 percent from the FY2013 budget due to declining per capita daily water demand. Interest income decreases due to current market conditions and continued conservative expectations for investment returns over the next year. Direct expenses decrease 3.3 percent from the FY2013 budget despite a 50% increase in the Commonwealth's waterworks operating fee. Capital equipment outlay remains unchanged with one vehicle replacement. No transfer is required to the Debt Service Fund because the 2003 revenue bonds used to fund construction of the Five Forks Groundwater Treatment Facility were paid off in January 2013. In FY2014, there is a transfer to the Capital Improvements Program (CIP) Budget for the Kingswood Subdivision Water Distribution project to offset increased CIP spending on the sewer Consent Order. The funds previously allocated for the 2003 bond debt payment are transferred to reserves.

## PURPOSE

This Sewer Fund Operating Budget contains revenues and expenses for operation of the sanitary sewer collection and transmission system. Indirect operating and maintenance costs are allocated from the Administrative Fund. Personnel perform job duties that are directly attributed to the Sewer fund. Revenues are received from service charges, interest, and miscellaneous items. The planned 5% rate increase is not included in the prepared budget. Winter sales have been flat further reducing the Sewer Fund transfer to the Capital Improvements Program (CIP).

## KEY WORKPLAN ITEMS

1. Provide and maintain wastewater collection services for residential and commercial customers within Primary Service Area in accordance with the Commonwealth of Virginia, Department of Environmental Quality
2. Operate and maintain 76 sanitary sewer lift stations to transmit wastewater to Hampton Roads Sanitation District wastewater treatment facilities
3. Educate citizens about safe ways to dispose of fats, oils and grease
4. Respond to and repair interruptions to the sanitary sewer service collection, lift stations, and transmission system 24-hours a day and 7-days a week
5. Rehabilitate sanitary sewer system in accordance with Virginia Department of Environmental Quality Consent Order

## BUDGET SUMMARY

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
<u>Revenues:</u>			
Sewer Service Charges	\$ 6,039,383	\$ 6,315,442	\$ 5,950,000
Interest	117,665	117,665	84,600
Grinder Pump Charges	209,100	213,570	185,000
Miscellaneous	<u>142,000</u>	<u>142,000</u>	<u>142,000</u>
Total	<u>\$ 6,508,148</u>	<u>\$ 6,788,677</u>	<u>\$ 6,361,600</u>
<u>Expenses:</u>			
Admin. Fund Allocation	\$ 3,723,597	\$ 3,705,339	\$ 3,729,826
Direct Expenses	1,700,291	1,711,118	1,640,643
Grinder Pump Expenses	313,860	318,720	318,720
Capital Equipment Outlay	20,400	53,500	53,500
CIP Transfer-DEQ Consent Order	<u>750,000</u>	<u>1,000,000</u>	<u>618,911</u>
Total	<u>\$ 6,508,148</u>	<u>\$ 6,788,677</u>	<u>\$ 6,361,600</u>

## PERSONNEL

Full-Time Personnel

11

11

11

**PERFORMANCE MEASURES**

	FY 11 Actual	FY 12 Actual	FY 13 Adopted	FY 14 Adopted
Wastewater collected (gallons in millions)	1,598M	1,771M	1,860M	1,800M
Wastewater customers served	21,127	21,488	21,905	22,308
# Grinder pumps maintained	902	914	925	945
# Miles of sewer pipe maintained	419	423	433	435
# Sewer system spills per 100 miles of sewer pipe	2.39	9.2	1.0	1.0
% of Sewer service interruptions repaired in 8 hours or less	96.9%	88%	90%	90%

**BUDGET COMMENTS**

The Sewer Fund Operating Budget continues to reflect customer service enhancement by placing emphasis on Sewer System Preventive Maintenance and Rehabilitative Programs and addressing funding requests to meet the requirements of JCSA's Consent Order with the Virginia Department of Environmental Quality. Existing systems are aging and require rehabilitative measures to meet the demands of increased usage and protect the public investment. These measures will improve wastewater collection and movement reliability.

The FY2014 budget for Sewer Fund revenues decreases from the FY2014 planned budget primarily because the 5 percent service rate increase originally planned for FY2014 was eliminated. The planned increase was to fund the on-going sewer infrastructure rehabilitation requirements of the JCSA's Consent Order with the Virginia Department of Environmental Quality. The rate increase was eliminated from the FY2014 budget because Consent Order requirements and deadlines changed over the past year and will continue to evolve through FY2014. Declining per capita daily water demand also contributes to the decrease in sewer service revenue because sewer service charges are based on the same meter readings used to calculate water charges.

Interest income decreases due to current market conditions and continued conservative expectations for investment returns over the next year. Grinder pump charges decrease to represent current participation and slower growth as determined through program analysis. Direct expenses decrease 3.5 percent from the FY2013 budget with reductions in emergent infrastructure and equipment repairs and maintenance and staff turnover savings. Capital equipment outlay remains unchanged with one vehicle replacement. The CIP Consent Order transfer decreases due to the elimination of the 5 percent rate increase from the FY2014 budget and the other anticipated revenue decreases as described above.

**PURPOSE**

The Utility Capital Improvements Program (CIP) Budget provides for the construction and rehabilitation of wastewater systems and water transmission, distribution and supply facilities, to include the engineering and acquisition program for additional water supplies. Other water and wastewater system improvements are financed by accumulated JCSA funds for rehabilitation, replacement, extensions, and expansions.

**BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
<b><u>Revenues:</u></b>			
Water Facility Charges	\$ 1,952,200	\$ 1,977,778	\$ 2,147,000
Sewer Facility Charges	1,364,160	1,391,443	1,425,000
Water Fund Transfer-Kingswood	-	200,000	200,000
Sewer Fund Transfer-DEQ Consent Order	<u>750,000</u>	<u>1,000,000</u>	<u>618,911</u>
Total Revenue	<u>\$ 4,066,360</u>	<u>\$ 4,569,221</u>	<u>\$ 4,390,911</u>
<b><u>Expenditures:</u></b>			
Water Supply	\$ 2,113,000	\$ 2,110,000	\$ 2,120,000
Water Distribution	-	450,000	350,000
Sewer System Improvements	1,703,360	1,759,221	1,280,911
Other Projects	<u>250,000</u>	<u>250,000</u>	<u>640,000</u>
Total Expenditures	<u>\$ 4,066,360</u>	<u>\$ 4,569,221</u>	<u>\$ 4,390,911</u>

**BUDGET COMMENTS**

This budget will continue our practice of directing facility charges (the initial connection fees when a new house or business connects to the system) towards financing CIP projects. Funds from an adopted 15% service rate increase in FY2013 will be transferred from the Sewer Fund to begin providing additional funds for sewer infrastructure rehabilitation program requirements of the JCSA's Consent Order with the Virginia Department of Environmental Quality. This is the first time since the early to mid-1990s that water and sewer service charge revenues are being transferred to the CIP program. Historically, the CIP has been funded by connection fees. Increased expenditures for the Consent Order and reduced connection fees resulting from the economic downturn have made this change necessary. A transfer from the Water Fund builds funding for the Kingswood water system replacement scheduled for FY2017. FY2014 facility revenues increase 7.7 percent from the FY2013 budget reflecting forecasted growth in connections.

The FY2014-FY2018 CIP consists of thirteen separate, but interrelated, segments of the utility program, all of which are important in keeping pace with regulatory requirements and County development. The proposed five-year plan defines an integrated program for the development of each of the thirteen segments along parallel time frames, designed for adequate service to be provided in support of the County's Comprehensive Plan and Strategic Management Plan. A brief description of the essential features of the thirteen segments follows with a Summary on page E-10.

**1. WATER SUPPLY (105-286)**

Desalination Plant Equipment Replacement (1207) – This is a capital maintenance project request for the Five Forks Water Treatment Plant (FFWTP). The project consists of replacing reverse osmosis membranes, well pumps and motors and other related equipment as needed. In order to maintain water quality and an appropriate output from FFWTP, membranes must be replaced before failure. There are 720 membranes at approximately \$700 each with associated installation and design expenses. A total of \$245,000 is requested in FY2014 to complete the membrane replacement. In order to maintain operational reliability and required output levels at the FFWTP, the \$230,000 balance in FY2014 is requested to replace Well, High Pressure Feed and High Service Pumps and Motors that have reached the end of their service lives. The existing fund balance of \$285,460 is requested to be carried forward in the FY2014 CIP.

Project Development Agreement Debt Service (1211) – Debt Service Payments for the Project Development Agreement (PDA) with the City of Newport News are financed from connection fees collected in the Capital Improvement Fund. The funding level is approximately \$1,645,000 annually.

Well Abandonment – This is a capital maintenance project request for the Central Water System. The project consists of the demolition of storage tanks, buildings, structures and related appurtenances at seven lower producing wells scheduled to be abandoned.

**2. WATER DISTRIBUTION (105-287)**

Water Meter Replacement – This is a capital maintenance project request for the Water Distribution System. The project consists of the replacing existing water meters reaching the end of their service lives with the next generation of meter technology to maintain accuracy and efficiency.

White Oaks/Canterbury Subdivision – This project consists of replacing the existing antiquated and undersized water distribution system with new distribution pipes and appurtenances. Replacement of this infrastructure will also increase current fire flow capacities.

Kingswood Subdivision – This project consists of replacing the existing antiquated and undersized water distribution system with new distribution pipes and appurtenances.

**3. WATER TRANSMISSION (105-285)**

College Creek 16” Waterline Rehabilitation – The existing 16-inch diameter steel waterline that is suspended along the College Creek Bridge was installed in 1976 and the protective coating, fittings, and bridge attachment connections have reached the end of their useful lives because of their exposure to the elements. The existing pipe will be removed, sandblasted, covered with a new protective coating, and reinstalled with new fittings and bridge connections.

**4. SEWER SYSTEM IMPROVEMENTS (105-289)**

DEQ Consent Order Sewer System Improvements (1232) – This is a modified project request. The results of the Sewer System Evaluation Survey (SSES) inspections provide locations of sanitary sewer system defects and the construction improvements required to rehabilitate the system. These improvements include rehabilitation and/or replacement of numerous manholes and gravity sewer pipe throughout 48 of 76 Lift Station Basins. These 48 basins equate to approximately 76% of the gravity collection system piping. It is envisioned that these projects will require a significant investment and take approximately 20 years to complete. The existing fund balance of \$1,708,914

is requested to be carried forward in the FY2014 CIP with an additional \$13,930,911 requested over the next five years to initiate projects as they are identified. This is a rehabilitation project.

DEQ Consent Order Management, Operation, and Maintenance (MOM)(1223) – The Virginia Department of Environmental Quality (DEQ) Consent Order, effective 9/26/07, requires that localities develop and implement a MOM Program. The DEQ requires certain MOM activities to be performed on a continuing basis to include such things as easement clearing; gravity sewer pipe and manhole inspection; force main and valve inspection; pump station inspection; flow monitoring and hydraulic modeling; fats, oils, and grease abatement; and repair/replacement/rehabilitation of defective assets. Costs for many of these programs have historically been covered in JCSA's operating budget. Additional funds are now necessary to cover costs of an enhanced program to comply with DEQ's MOM Program expectations.

DEQ Consent Order Capacity Enhancements – The Virginia Department of Environmental Quality (DEQ) Consent Order, effective 9/26/07, requires regional and local assessment of wastewater collection, conveyance, and treatment systems capacities. Localities are responsible for ensuring adequate capacity exists in their individually owned collection and conveyance systems (i.e., gravity sewers, pump stations, and force mains). Hydraulic modeling is underway which will be used to identify capacity deficiencies for a yet to be determined Level of Service. The Level of Service refers to a storm event (i.e., 2-, 5-, or 10-year rainfall recurrence) that the system is expected to adequately accommodate without experiencing a Sanitary Sewer Overflow (SSO). Until the capacity analysis is complete and the Level of Service is selected, capital costs cannot be accurately determined. However, reasonable assumptions can be made that funds need to be set aside in anticipation of the future expenditures.

## 5. OTHER PROJECTS (105-290)

Heavy Equipment/Trucks (1235) – In FY2014, the following vehicles will reach the end of their service lives and are scheduled to be replaced: a single axle, crew cab line truck and a single axle, six ton dump truck. The line truck will be replaced with a heavy duty pickup truck (\$60,000) and the dump truck will be replaced in kind (\$100,000). The existing fund balance of \$6,008 is requested to be carried forward in the FY2014 CIP.

Mirror Lakes Dam Mitigation – The Virginia Department of Dam Safety changed the Hazard Classification on the JCSA's Mirror Lakes Dam to Significant. This change required an Alternatives Analysis in order to comply with the dam's Operation and Maintenance Certificate. The analysis determined the best solution to mitigate the breach threat was a new spillway. The project consists of the design and construction of the spillway.

Building E Renovation and 119 Tewning Improvements (1236) – General Services recommended several renovations to Building E totaling approximately \$46,000, including repairs to the fascia, soffit, gutters and exterior lighting and energy efficiency upgrades to the building envelope. Building E was constructed in 1989 and needs these renovations due to its age. These renovations are required to protect the building from water infiltration, improve safety and decrease energy use. The purpose of the \$25,000 of improvements at 119 Tewning Road is to reconfigure two large open rooms into smaller individual work spaces. Work items include reconfiguration of modular furniture already owned by the JCSA and materials for construction of partition walls and several door replacements to increase the amount of natural light in interior spaces. The existing fund balance of \$11,779 is requested to be carried forward in the FY2014 CIP.

**Capital Project Detail**

<b>DESCRIPTION</b>	<b>PREVIOUSLY FUNDED BALANCE (MEMO ONLY)</b>							<b>TOTAL</b>
		<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>		
<b>Water Supply (105-286)</b>								
1207 Desalination Plant Equipment Replacement	\$ 285,460	\$ 475,000	\$ 290,000	\$ 290,000	\$ 290,000	\$ 290,000	\$ 1,635,000	
1211 PDA Debt Service	1,648,000	1,645,000	1,646,000	1,647,000	1,647,000	1,647,000	8,232,000	
XXXX Well Abandonment	-	100,000					100,000	
<b>Subtotal</b>	<b>\$ 1,933,460</b>	<b>\$ 2,120,000</b>	<b>\$ 2,036,000</b>	<b>\$ 1,937,000</b>	<b>\$ 1,937,000</b>	<b>\$ 1,937,000</b>	<b>\$ 9,967,000</b>	
<b>Water Distribution (105-287)</b>								
XXXX Water Meter Replacement	\$ -	\$ 150,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,150,000	
XXXX White Oaks/Canterbury	-		200,000	200,000	200,000	200,000	2,000,000	
XXXX Kingswood	-	200,000	200,000	200,000	200,000	200,000	800,000	
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ 450,000</b>	<b>\$ 2,450,000</b>	<b>\$ 450,000</b>	<b>\$ 250,000</b>	<b>\$ 3,950,000</b>	
<b>Water Transmission (105-285)</b>								
XXXX College Creek 16" Waterline Rehab	-		\$ 500,000				\$ 500,000	
<b>Subtotal</b>	<b>\$ -</b>		<b>\$ 500,000</b>				<b>\$ 500,000</b>	
<b>Sewer System Improvements (105-289)</b>								
1232 DEQ Consent Order Sewer System Imp	\$ 1,708,914	\$ 1,130,911	\$ 3,200,000	\$ 3,200,000	\$ 3,200,000	\$ 3,200,000	\$ 13,930,911	
1223 DEQ Consent Order Sewer-MOM	115,000	150,000	300,000	300,000	300,000	300,000	1,350,000	
XXXX DEQ Consent Order Sewer-Capacity	-		1,140,000	1,140,000	1,140,000	1,140,000	3,420,000	
<b>Subtotal</b>	<b>\$ 1,823,914</b>	<b>\$ 1,280,911</b>	<b>\$ 3,500,000</b>	<b>\$ 4,640,000</b>	<b>\$ 4,640,000</b>	<b>\$ 4,640,000</b>	<b>\$ 18,700,911</b>	
<b>Other Projects (106-160)</b>								
1235 Heavy Equipment/Trucks	\$ 6,008	\$ 160,000	\$ 130,000		\$ 120,000	\$ 150,000	\$ 560,000	
XXXX Mirror Lakes Dam Mitigation	-	420,000			-		420,000	
1236 Bldg E Renovation and 119 Tewning Imp	11,779	60,000			-		60,000	
<b>Subtotal</b>	<b>\$ 17,787</b>	<b>\$ 640,000</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 150,000</b>	<b>\$ 1,040,000</b>	
<b>GRAND TOTAL</b>	<b>\$ 3,775,161</b>	<b>\$ 4,390,911</b>	<b>\$ 6,616,000</b>	<b>\$ 9,027,000</b>	<b>\$ 7,147,000</b>	<b>\$ 6,977,000</b>	<b>\$ 34,157,911</b>	

## PURPOSE

The JCSA Debt Service Fund provides for the payment of principal and interest on long-term general obligation debt of the JCSA. The Debt Service Fund provides financing for the Project Development Agreement (PDA) with the City of Newport News. Revenue Bonds, Series 2003, issued in 2004 to finance the construction of the Five Forks Groundwater Treatment Facility were paid off in January 2013.

**Project Development Agreement with the City of Newport News.** Revenue Bonds, Series 2008, were issued in 2008 to finance the agreement with the City of Newport News to share the costs of a Regional Water Supply Project. The PDA includes a provision for the JCSA to finance 20 percent of the total project costs and in return will be provided a minimum of 4 million gallons of potable water capacity per day per calendar year to meet future water demands. The estimated JCSA cost is \$50 million to be paid in two installments. The first installment of \$25 million was paid in December 2008 and the second installment of \$25 million will be paid in December 2019, if it is determined that the additional water is needed. If the second installment is not made available, water will be reduced to 2 million gallons per day.

**Revenues** – Contributions from the JCSA's CIP Fund are the basic source of revenue.

**Expenses** – Debt Service spending includes both the principal payments on bonds sold to investors and the interest payments on those bonds. Financing for the first \$25 million is being made over 30 years through issuance of revenue bonds. Bond principal and interest payments are estimated to total \$1,645,000 for FY2014. Future payments are projected to be \$1.7 million annually with the final payment to be made in 2040.

## BUDGET SUMMARY

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
<b>Revenues:</b>			
Water Fund Contribution	\$ 1,380,944	\$ 1,384,544	\$ -
Capital Improvements Program	<u>1,648,000</u>	<u>1,645,000</u>	<u>1,645,000</u>
Total	<u>\$ 3,028,944</u>	<u>\$ 3,029,544</u>	<u>\$ 1,645,000</u>
<b>Expenses:</b>			
Revenue Bonds, Series 2003	\$ 1,380,944	\$ 1,384,544	\$ -
Revenue Bonds, Series 2008	<u>1,648,000</u>	<u>1,645,000</u>	<u>1,645,000</u>
Total	<u>\$ 3,028,944</u>	<u>\$ 3,029,544</u>	<u>\$ 1,645,000</u>

## BUDGET COMMENTS

The FY2014 budget does not contain revenues and expenses for the Revenue Bonds, Series 2003 because these bonds were paid off in January 2013.



## VISION

WE ARE A HISTORIC PLACE



WE VALUE HEALTHY MINDS  
AND HEALTHY BODIES



WE HAVE  
A SPECIAL  
CHARACTER



WE ARE A  
COMMUNITY  
OF CHOICE

Virginia Public Assistance Fund  
Community Development Fund  
Colonial Community Corrections Fund  
Special Projects/Grants Fund  
Tourism Investment Fund  
Debt Service Fund



WE HAVE FIRST-CLASS  
GOVERNMENT

## SECTION F OTHER FUNDS

## Virginia Public Assistance Fund

### **KEY WORKPLAN ITEMS**

1. Provide services to children and adults to protect them from abuse and neglect
2. Provide stable homes for children through foster care and adoption services
3. Assist eligible residents in receiving state sponsored assistance with food, medical coverage and temporary financial assistance
4. Provide job readiness services to promote self-sufficiency to eligible residents by supporting them with assistance for day care, transportation and car repairs, purchase of work related equipment and clothing, dental assistance, emergency needs, and counseling regarding barriers to employment and future goals
5. Facilitate the coordination of community resources/agencies providing safety net services for the safety of vulnerable children and adults
6. Facilitate community and peninsula resources to ensure homelessness services are provided in a coordinated fashion. Work collaboratively to ensure data is accurately captured to meet all definitions

### **BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
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#### Revenues:

Federal/State	\$ 3,634,197	\$ 3,645,451	\$ 3,647,837
General Fund	1,587,616	1,621,590	1,534,173
Fund Balance	384,500	384,500	384,500
Grant	<u>23,983</u>	<u>23,983</u>	<u>22,756</u>
Total Revenues	<u>\$ 5,630,296</u>	<u>\$ 5,675,524</u>	<u>\$ 5,589,266</u>

#### Expenditures:

##### General

Administration	\$ 3,738,048	\$ 3,783,276	\$ 3,689,025
Public Assistance	1,565,403	1,565,403	1,565,403
Purchased Services	154,837	154,837	157,130
Local Non-Reimbursable	120,500	120,500	126,200
Grant Programs	<u>51,508</u>	<u>51,508</u>	<u>51,508</u>
Total Expenditures	<u>\$ 5,630,296</u>	<u>\$ 5,675,524</u>	<u>\$ 5,589,266</u>
Total Local Funding	<u>\$ 1,972,116</u>	<u>\$ 2,006,090</u>	<u>\$ 1,918,673</u>

### **PERSONNEL**

Full-time Personnel	52	52	51
Part-time Personnel	4	4	3

## Virginia Public Assistance Fund

### **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
% Timeliness of Food Stamp Applications processed	99%	99%	97%	97%
% Supplemental Nutritional Assistance Program (SNAP) participation	72%	70%	83%	85%
% VIEW participants employed	57%	61%	67%	67%
Timeliness of TANF applications processed	97%	99%	97%	97%
Timeliness of Medicaid applications processed	95%	97%	95%	95%
Timeliness of Medicaid reviews	99%	99%	97%	97%
% Founded cases without recurrence of maltreatment	100%	87%	95%	95%
% Foster children discharged to permanent home prior to 18th birthday	38%	N/A	100%	100%

### **BUDGET COMMENTS**

The budget makes funds available for the operation of all Social Services programs.

The overall Social Services budget is reduced by 1.0 percent, with local funding decreasing 2.7 percent. A change in the formula for federal funding in Pass Through monies was favorable and provided some reduction in local funding, as did the elimination of both a full-time and a part-time Social Work Assistant position.

There is an increase in federal and state JOBS/VIEW Purchased Services funding which is based on increased participation rates. These services assist residents receiving Temporary Assistance to Needy Families with job readiness and placement services.

The budget continues to fund programs, such as Adoption Subsidy, which allow additional daily supervision expenses to be paid from this fund. Adoption Subsidy is 100% Federal/State funded and does not require a local match.

This budget does not contain the estimated more than \$33.6 million dollars of Federal and State funds that are direct payments and/or services to residents that is spent in our community. The eligibility determination is completed by our staff, and we continue to carry all other responsibilities, including authorization of payments and monitoring of cases. The programs include SNAP, Medicaid, Refugee Assistance, Child Day Care, FAMIS, Energy Assistance, and Temporary Assistance to Needy Families (TANF).

## Community Development Fund

### **KEY WORKPLAN ITEMS**

1. Assist low and moderate income citizens in obtaining and maintaining decent, safe and sanitary affordable housing
2. Identify housing needs of low and moderate income residents and utilize proffered funds to support the workforce of the County and other residents with critical housing problems
3. Obtain and manage grants and other resources to upgrade housing, public facilities, infrastructure, land development and environmental quality in low- and moderate income neighborhoods
4. Collaborate with private and non-profit organizations to build or rehabilitate affordable housing
5. Assist residents in unsafe structures to make repairs or relocate in order to establish safe living conditions

### **BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
<b><u>Revenues:</u></b>			
County Contribution			
Administration	\$ 420,059	\$ 423,508	\$ 425,664
Housing Fund	100,000	100,000	100,000
Assistance to Residents in Unsafe Structures	50,000	50,000	-
Housing Partnership, Inc.	60,000	60,000	60,000
Federal, State & Other Grants			
Section 8 Housing			
Choice Voucher	1,300,000	1,300,000	1,300,000
Homeless Intervention	149,231	149,231	110,000
Indoor Plumbing Rehab.	160,000	160,000	100,000
Emergency Home Repair	12,236	12,236	6,118
Forest Heights CDBG /Neighbors			
Drive Grant	30,000	1,070,000	-
Program Income	301,000	100,000	-
Fund Balance	<u>763,235</u>	<u>720,573</u>	<u>218,118</u>
Total Revenues	<u>\$ 3,345,761</u>	<u>\$ 4,145,548</u>	<u>\$ 2,319,900</u>
<b><u>Expenditures:</u></b>			
Personnel Expenses	\$ 641,134	\$ 648,064	\$ 673,264
Operating Expenses	54,612	54,112	55,000
Housing & Comm. Dev.			
Programs	<u>2,650,015</u>	<u>3,443,372</u>	<u>1,591,636</u>
Total Expenditures	<u>\$ 3,345,761</u>	<u>\$ 4,145,548</u>	<u>\$ 2,319,900</u>

## Community Development Fund

### **PERSONNEL**

Full-time Personnel	9	9	9
Part-time Personnel	1	1	1

### **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
# Households assisted	243	265	148	259
# Homes rehabilitated or replaced	0	2	4	8
# New affordable housing completed	5	30	1	7

### **BUDGET COMMENTS**

The FY2014 Community Development Fund Budget makes available funds for continued operation of the County-wide low-and moderate-income housing programs and neighborhood revitalization projects. Not included in the adopted budget is the appropriation for the Neighbor's Drive CDBG project as the timing of the acceptance of the award is not until the summer of 2014. At that time, a separate award and appropriation will be brought to the Board.

Also included in program spending is the continuation of the annual \$60,000 allocation to support Housing Partnerships, Inc. (HPI) as this office will continue to work with HPI to target these dollars to James City County homes in need.

Not included in these budgets are Federal and State loan and grant funds that are provided to first-time homebuyers though the County's participation in the Hampton Roads Regional Loan Fund Partnership.

## Colonial Community Corrections

### **KEY WORKPLAN ITEMS**

1. Develop and implement a long-term criminal justice plan that assists in safeguarding the community
2. Provide alternatives to incarceration to local responsible offenders and defendants awaiting trial
3. Provide pre-trial services to ensure accurate information is received by the court systems on individuals awaiting trial so informed decisions can be made about pre-trial release and supervision
4. Provide post-trial services to offenders; re-entry programs for those being released from jail; and substance abuse counseling to offenders identified with substance abuse disorders

### **BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
<b><u>Revenues:</u></b>			
Federal/State	\$ 738,214	\$ 735,514	\$ 754,411
General Fund	34,470	36,913	42,898
Supervision Fees	57,474	57,474	59,839
Williamsburg Community Health Foundation	40,665	40,665	38,300
National Institute of Corrections Grant	90,000	-	93,929
Other Locality Contributions	<u>80,244</u>	<u>84,586</u>	<u>76,262</u>
Total Revenues	<u>\$ 1,041,067</u>	<u>\$ 955,152</u>	<u>\$ 1,065,639</u>
<b><u>Expenditures:</u></b>			
<b><u>General</u></b>			
Personnel	\$ 823,174	\$ 739,959	\$ 886,485
Operating	162,277	159,577	119,999
Direct Client Services	<u>55,616</u>	<u>55,616</u>	<u>59,155</u>
Total Expenditures	<u>\$ 1,041,067</u>	<u>\$ 955,152</u>	<u>\$ 1,065,639</u>

### **PERSONNEL**

Full-time Personnel	12	11	12
Part-time Personnel	3	3	3

### **PERFORMANCE MEASURES**

	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Adopted</u>	<u>FY 14 Adopted</u>
# Probation placements	1,222	1,252	1,300	1,300

## **Colonial Community Corrections**

### **BUDGET COMMENTS**

Colonial Community Corrections (CCC) serves the Counties of James City, York, Charles City, New Kent and the Cities of Williamsburg and Poquoson. In addition to providing community-based probation, pretrial services and re-entry services, CCC serves as staff to the Criminal Justice Board. The Colonial Community Criminal Justice Board (CCCB) is comprised of key criminal justice and community stakeholders and follows the mandates provided by the *Code of Virginia*. James City County has served as the Fiscal Agent and Project Administrator for CCC since inception. Because of these fiscal and administrative responsibilities, the CCC budget is included as a Special Revenue fund of the County. The other localities provide local funding in support of administration, operations, and the Criminal Justice Planner position.

Local community-based probation and pretrial agencies were created in 1995 by the Comprehensive Community Corrections Act and Pretrial Services Act. Services provided in the community are cost effective as they serve as an alternative to incarceration.

The overall FY2014 budget is increased by 2.4 percent from FY2013 due to a 3 percent salary increase and increases in health insurance. Revenue from Other Locality Contributions is decreased in FY2014 resulting from an increase in State Aid revenue. The budget also includes the elimination of Local Aid to State Government and the addition of a federal grant from the National Institute of Corrections (NIC). The NIC grant currently funds the full-time limited Agency Director position. A full-time Secretary position has been converted to part-time, and a part-time Case Coordinator position has been converted to a full-time Coordinator position.

## Special Projects/Grants Fund

### **PURPOSE**

The County Special Projects/Grants Fund was created to account for projects and specific revenue sources, including grants and any other funds that may require continuing appropriation or special accounting treatment. Additional funds and program appropriations may occur during the year as the County qualifies for other grant funds.

### **BUDGET SUMMARY**

	FY 13 Adopted	FY 14 Plan	FY 14 Adopted
<b><u>Revenues:</u></b>			
Comprehensive Services Act (CSA)	\$ 319,300	\$ 319,300	\$ 319,300
CSA Local Match-General Fund	367,426	367,426	367,426
CSA School Share	112,000	112,000	112,000
Emergency Management Planning Grant	34,692	34,692	34,692
Virginia Fire Programs Fund	-	-	179,130
Emergency Medical Services Four-for-Life Program	-	-	59,000
General Fund Non Departmental	-	-	<u>255,000</u>
 Total Revenues	 <u>\$ 833,418</u>	 <u>\$ 833,418</u>	 <u>\$ 1,326,548</u>
 <b><u>Expenditures:</u></b>			
Comprehensive Services Act (CSA)	\$ 798,726	\$ 798,726	\$ 798,726
Emergency Management Planning Grant	34,692	34,692	34,692
Virginia Fire Programs Fund	-	-	179,130
Emergency Medical Services Four-for-Life Program	-	-	59,000
VDOT Revenue Sharing Road Match			
Williamsburg West Subdivision Street Reconstruction	-	-	200,000
7-Eleven Entrance Channelization Island	-	-	30,000
Bike/Pedestrian Capital Trail Access	-	-	<u>25,000</u>
 Total Expenditures	 <u>\$ 833,418</u>	 <u>\$ 833,418</u>	 <u>\$ 1,326,548</u>

### **PERSONNEL**

Full-time Personnel	3	3	3
Part-time Personnel	2	2	2

## **Special Projects/Grants Fund**

### **BUDGET COMMENTS**

Comprehensive Services Act (CSA) funding for children with special needs remains level from FY2013.

This fund includes three full-time positions and one part-time position for the Commonwealth Attorney's office. Renewal of the grants funding these positions is expected and actual grant appropriations will be submitted as the grants are awarded.

In addition, the budget reflects a part-time position for the Emergency Management office using funds from an annual Emergency Management Planning Grant (EMPG). The EMPG provides funds to support local government emergency preparedness for all hazards by strengthening prevention, protection, mitigation, response, and recovery mission areas.

The Virginia Fire Programs Fund provides funds to pay for fire service purposes, including firefighting equipment, personal protective equipment (PPE), training, and fire service training facilities. The Four-for-Life Program provides funds to pay for the training of emergency medical service personnel and the purchase of necessary equipment and supplies for licensed emergency medical service agencies. A portion of both of these grants will be used to support the James City Bruton Volunteer Fire Department and the James City Volunteer Rescue Squad for allowable expenses.

The Virginia Department of Transportation (VDOT) offers localities the opportunity to participate in a revenue sharing match program for road improvements. Three projects, which the Board expressed support for in November of 2012, are included for this program in the FY2014 budget using local match funds contributed by the General Fund.

## Tourism Investment Fund

### **PURPOSE**

The Tourism Investment Fund was created to make investments in venues, sponsor special events, and develop beautification projects, regional marketing initiatives and other programs and projects that would strive to attract visitors to James City County.

### **BUDGET SUMMARY**

	<u>FY 13 Adopted</u>	<u>FY 14 Plan</u>	<u>FY 14 Adopted</u>
<b><u>Revenues:</u></b>			
Additional \$2 Per Night Room Tax	\$ 650,000	\$ 650,000	\$ 750,000
General Fund - from Room Tax Revenues	<u>1,170,000</u>	<u>1,170,000</u>	<u>1,299,000</u>
Total Revenues	<u><u>1,820,000</u></u>	<u><u>1,820,000</u></u>	<u><u>2,049,000</u></u>
<b><u>Expenditures:</u></b>			
Williamsburg Area Destination & Marketing Committee - \$2 tax	\$ 650,000	\$ 650,000	\$ 750,000
Williamsburg Area Chamber & Tourism Alliance	650,000	650,000	650,000
Tourism Activities	178,000	198,000	110,000
Historic Triangle Regional Collaborative	6,500	6,500	6,500
Jamestown-Yorktown Foundation	115,000	115,000	91,000
Preservation Virginia	40,500	40,500	86,500
Virginia Arts Festival	10,000	10,000	15,000
Christmas in Williamsburg Promotion	100,000	100,000	100,000
LPGA Annual Promotion	70,000	50,000	50,000
Historic Markers	-	-	5,000
Welcome to JCC Signage	-	-	25,000
Sports Tourism	-	-	50,000
Facility Feasibility Study	-	-	50,000
Tourism Corridor Enhancements	-	-	40,000
Transportation Contractual Services	<u>-</u>	<u>-</u>	<u>20,000</u>
Total Expenditures	<u><u>1,820,000</u></u>	<u><u>1,820,000</u></u>	<u><u>2,049,000</u></u>

## Tourism Investment Fund

### **BUDGET COMMENTS**

The Additional \$2 Per Night Room Tax revenue is passed through to the Williamsburg Convention/Visitors Bureau for marketing by the Williamsburg Area Destination and Marketing Committee (WADMC).

Room Tax Revenues represent 60 percent of expected room tax receipts, which are specifically allocated to tourism. Funding for Jamestown-Yorktown Foundation is provided for holiday programming at the Jamestown Settlement, including “A Colonial Christmas” and to support other programming. Funding for Preservation Virginia has been significantly enhanced to provide programmatic funding that is directly related to the County. Funding is specifically provided for a Native American Indian Artifact Exhibit and “Eyewitness” programs and events, both of which are part of a special year-long initiative titled, *The World of Pocahontas: Native Peoples, English Settlers and the Meeting of Cultures*.

Funding has been added in the FY2014 budget for Historic Markers and Welcome to JCC signage. The County will collaborate with the Historical Commission on the installation of new historic road signs, which are used for historical inscriptions and for commemorating sites, individuals, and buildings of historical importance within the County. Funding for Welcome to JCC signage on our entryways will be used for replacing signage to reflect the County’s new logo.

Sports Tourism funding will be used as an incentive fund to offset requests for waived fees from prospective applicants who wish to utilize County facilities for sporting events. Typically, in order to be competitive for larger sports events, the County will need to either waive or reduce field usage fees. These reductions have had a negative impact on County operating expenses.

The Facility Feasibility Study funding reflects the County’s estimated share of a regional study to compare and contrast alternatives for constructing one regional facility, which would be either a regional community center (fieldhouse) or a regional aquatics facility. Tourism Corridor Enhancements funding will be used to fund improvements to areas within the County deemed a Tourism Corridor, such as the SR-60 Corridor near Busch Gardens, for which landscape enhancements have been requested.

## Debt Service Fund

### **PURPOSE**

The County Debt Service Fund provides for the payment of principal and interest on long-term debt of the County. These payments of principal and interest, known as "debt service", are usually made over 20- or 25-year term before the bonds are fully repaid. James City County's debt is currently rated AAA by both Standard and Poor and Fitch and AA+ by Moody's. These outstanding bond ratings translate into lower interest costs and expanded flexibility for the County as it considers future borrowings.

### **BUDGET COMMENTS**

**Fund Balance** – Money has previously been set aside to act as a shock absorber when new debt or debt service payments are incurred

**Revenues** - Primarily funded by a combination of existing funds and contributions from the County's General Fund, where a combination of lowered assessments on real property and higher costs has caused a reduction in on-going annual revenues.

**Expenditures** - Annual debt service payments for existing indebtedness are shown as expenditures. Although shown for five years, only the amounts shown in FY2014 will be appropriated. In addition, shown in italics, are debt service estimates for three possible new bond issues:

FY2015	\$10,622,000	County share of the costs of a new central office for the Schools - currently a placeholder
FY2015	\$11,650,000	General Services headquarters building, the Warhill Sports Complex operations facility, HVAC/roof at the Human Services Center, and infrastructure improvements at the Jamestown Beach Campground
FY2017	\$20,792,000	Placeholder to put James Blair back into service as a middle school. This is the County share.

County debt outstanding:

	<u>Beginning</u>	<u>Borrowed</u>	<u>Retired</u>	<u>Projected Ending</u>
FY2013	\$192,421,159	\$ 25,530,000	\$21,967,590	\$195,983,569
FY2014	195,983,569		17,048,041	178,935,528
FY2015	178,935,528	22,272,000	16,837,695	184,369,833
FY2016	184,369,833		14,392,234	169,977,599
FY2017	169,977,599	20,792,000	14,777,271	175,992,328
FY2018	175,992,328		13,572,497	162,419,831

The County has the ability to issue general obligation bond financing for Greenspace and to acquire development rights. Bond financing of up to \$14 million is possible. Should the Board wish to borrow, there should be enough flexibility using Debt Service Fund balance and Capital Budget funds to cover debt service expenditures. These expenditures are not now included in the five-year projections for debt service.

## Debt Service Fund

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
<b>BEGINNING FUND BALANCE</b>	\$15,766,115	<b>\$11,583,529</b>	\$ 7,104,893	\$ 3,234,553	\$ 298,690	\$ 201,676
<b>REVENUES</b>						
General Fund - Schools	\$18,000,000	<b>\$18,000,000</b>	\$19,000,000	\$20,000,000	\$20,000,000	\$20,000,000
General Fund - Other	2,450,000	<b>2,500,000</b>	3,000,000	3,500,000	4,000,000	4,500,000
	\$20,450,000	<b>\$20,500,000</b>	\$22,000,000	\$23,500,000	\$24,000,000	\$24,500,000
Build America Bonds	223,301	<b>218,018</b>	211,620	204,331	195,791	187,041
Investment Income	20,000	<b>20,000</b>	20,000	20,000	20,000	20,000
	\$20,693,301	<b>\$20,738,018</b>	\$22,231,620	\$23,724,331	\$24,215,791	\$24,707,041
<b>AVAILABLE FUNDS</b>	<u>\$36,459,416</u>	<u><b>\$32,321,547</b></u>	<u>\$29,336,513</u>	<u>\$26,958,884</u>	<u>\$24,514,481</u>	<u>\$24,908,717</u>
<b>EXPENDITURES</b>						
VPSA 1992	\$ 128,025					
VPSA 1997	1,558,420	<b>\$ 1,557,480</b>	\$ 1,557,760	\$ 1,558,980	\$ 1,565,720	\$ 1,567,700
VPSA 1999	1,504,653	<b>1,500,333</b>	1,503,003	1,500,844	1,503,496	1,502,834
VPSA 1999B	87,188	<b>83,678</b>	80,093	76,470	72,810	69,150
Radio System 2003	191,420					
2003 GO Refunding	2,647,875	<b>2,667,625</b>	2,680,375			
2005 School GO	2,729,083	<b>2,729,083</b>	2,730,395	2,727,548	2,717,388	2,714,638
Warhill Complex 2006	1,699,456	<b>1,702,056</b>	1,698,056	1,702,565	1,702,819	1,702,819
Parks 2006 GO	1,702,313	<b>1,660,313</b>	1,618,313	1,576,313	1,523,813	1,471,313
School Const 2006	8,141,750	<b>7,902,250</b>	7,662,750	7,423,250	7,183,750	6,944,250
Police Bldg 2009	1,213,003	<b>1,207,909</b>	1,199,628	1,193,803	1,184,403	1,174,403
Refunding 2010	609,700	<b>589,900</b>	563,000	2,907,975		
Radio System 2010	155,258	<b>155,258</b>	162,369	162,369	162,369	162,369
QSCB VPSA 2011	50,000	<b>50,000</b>	50,000	50,000	50,000	50,000
LRB 2011	806,169	<b>791,606</b>	776,055	761,514	746,874	732,433
Pub Facilities 2011	1,651,574	<b>2,619,163</b>	2,620,163	2,618,563	2,619,363	2,619,363
	\$24,875,887	<b>\$25,216,654</b>	\$24,901,960	\$24,260,194	\$21,032,805	\$20,711,272
<i>Pub Facilities 2015 Central Office/Middle School 2015/2017</i>			800,000	1,600,000	1,600,000	1,600,000
			400,000	800,000	1,680,000	2,560,000
	\$24,875,887	<b>\$25,216,654</b>	\$26,101,960	\$26,660,194	\$24,312,805	\$24,871,272
<b>ENDING FUND BALANCE</b>	<u>\$11,583,529</u>	<u><b>\$ 7,104,893</b></u>	<u>\$ 3,234,553</u>	<u>\$ 298,690</u>	<u>\$ 201,676</u>	<u>\$ 37,445</u>

## Projected Five-Year Operating Budgets

REVENUE	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
General Property Taxes	\$108,120,000	\$110,422,500	\$116,392,000	\$118,700,000	\$124,197,000	\$126,681,000
Other Local Taxes	19,050,000	20,860,000	21,694,000	22,562,000	23,464,000	24,403,000
Licenses, Permits and Fees	7,245,000	7,950,000	8,189,000	8,435,000	8,688,000	8,949,000
From the Commonwealth	25,513,000	26,238,600	27,026,000	27,837,000	28,672,000	29,532,000
Charges for Current Services	5,080,000	5,378,600	5,540,000	5,706,000	5,877,000	6,053,000
Other Revenue	1,309,225	650,300	670,000	690,000	711,000	732,000
	<b>\$166,317,225</b>	<b>\$171,500,000</b>	<b>\$179,511,000</b>	<b>\$183,930,000</b>	<b>\$191,609,000</b>	<b>\$196,350,000</b>
<b>EXPENDITURES</b>						
Contribution to Schools	\$ 76,689,505	\$ 79,354,599	\$ 81,974,000	\$ 84,433,000	\$ 86,712,000	\$ 91,313,000
Operating Departments	52,454,109	54,251,303	56,070,000	57,752,000	59,485,000	61,270,000
Outside Agencies	13,796,514	14,575,073	15,041,000	15,490,000	15,953,000	16,429,000
Capital Projects	2,000,000	2,302,000	3,900,000	4,100,000	4,900,000	5,100,000
Debt Service	20,450,000	20,500,000	22,000,000	23,500,000	24,000,000	24,500,000
Other Spending	927,097	517,025	526,000	541,000	559,000	575,000
	<b>\$166,317,225</b>	<b>\$171,500,000</b>	<b>\$179,511,000</b>	<b>\$185,816,000</b>	<b>\$191,609,000</b>	<b>\$199,187,000</b>
Necessary Reductions and/or Additional Revenue Needed				\$ 1,886,000		\$ 2,837,000

### **ASSUMPTIONS**

FY2013 and FY2014 reflect the budgets for those years.

Property tax revenues increase 4.5% in reassessment years (FY2015 and FY2017) and 2% in those years without a reassessment. Other revenue sources are projected to grow by 3% a year.

School, County and Outside Agency spending is expected to grow by 3% a year (3.3% in FY2015) with an additional \$2 million added in FY2018 to reopen James Blair Middle School.

Debt Service and Capital Spending show the planned investments as shown in Section D and on page F-10 in this budget.

Projected spending exceeds projected revenues in years without a real property reassessment, and either enhanced revenues in both FY2015 and FY2017, offsetting reductions in funds contributed to capital projects in FY2015 and FY2017, or some combination of the two may be necessary.

These projections assume a maintenance budget with no new initiatives. If significant new spending is incurred, due to unexpected population growth or mandates relating to stormwater or road maintenance, or if a major revenue source, such as business license taxes, is no longer allowed by the Commonwealth, then these forecasts are not valid.



## VISION

WE ARE A HISTORIC PLACE



WE VALUE HEALTHY MINDS  
AND HEALTHY BODIES



WE HAVE  
A SPECIAL  
CHARACTER



WE ARE A  
COMMUNITY  
OF CHOICE



WE HAVE FIRST-CLASS  
GOVERNMENT

## SECTION G SUPPLEMENTARY INFORMATION

<b>Budgeted Employment Data</b>		<b>All Funds</b>							(Seasonal Workers Excluded)		
<b>DEPARTMENT</b>		<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Accounting	F/T	8	8	9	9	9	8	8	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0
Animal Control	F/T	3	3	3	3	3	2	2	2	2	2
	P/T	0	0	0	0	0	1	0	1	1	1
Board of Supervisors	F/T	1	1	1	1	1	1	1	1	1	1
	P/T	0	0	0	0	0	0	0	0	0	0
Building Safety and Permits	F/T	17	18	20	21	19	15	13	13	13	13
	P/T	2	1	1	0	0	0	1	1	1	1
Clerk of the Circuit Court	F/T	12	12	12	12	12	12	12	12	12	12
	P/T	2	2	2	2	2	2	1	1	1	1
Commissioner of the Revenue	F/T	11	11	13	13	13	12	11	11	11	11
	P/T	0	0	0	0	0	0	0	0	0	0
Commonwealth's Attorney	F/T	8	8	9	9	9	9	9	9	9	9
	P/T	1	1	0	0	0	0	0	0	0	0
Communications	F/T	5	6	7.5	7.5	6.5	6.5	7.5	7.5	7	7
	P/T	0	0	0	0	0	0	0	0	0	0
Community Services	F/T	5	5	4	4	3	3	0	0	0	0
	P/T	1	1	1	1	1	1	0	0	0	0
Cooperative Extension Service	F/T	2	2	2	2	2	2	2	2	0	0
	P/T	1	1	1	1	1	0	0	0	0	0
County Administration	F/T	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	3	3
	P/T	0	0	0	0	0	0	0	0	0	0
County Attorney	F/T	4.5	4.5	5	5	5	5	5	5	5	5
	P/T	0	0	0	0	0	0	0	0	0	0
Courthouse	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	1	1	1	1	1	1	1	1	1	1
Courts/Judicial	F/T	2	2	2	2	2	2	2	2	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Development Management	F/T	4.5	4.5	3.5	4.5	2.5	2.5	2.5	2.5	2	2
	P/T	0	0	0	0	0	0	0	0	0	0
Economic Development	F/T	3	3	3	3	3	3	3	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0
Emergency Communications	F/T	25	25	27	27	27	27	26	26	26	26
	P/T	2	2	0	0	0	0	0	0	0	0
Emergency Management	F/T	1	1	1	2	2	2	2	3	3	3
	P/T	1	1	1	0	0	0	0	0	0	0
Engineering and Resource Protection	F/T	11	13	15	15	15	14	12	13	12	12
	P/T	0	0	0	0	0	0	0	0	0	0
Facilities Maintenance	F/T	20	19	18	19	19	18	17	17	18	18
	P/T	11	11	6	6	6	6	6	6	6	6
Financial and Management Services	F/T	7	7	7	7	7	7	7	6	7	7
	P/T	0	0	0	0	0	0	0	0	0	0

Budgeted Employment Data			All Funds						(Seasonal Workers Excluded)			
<u>DEPARTMENT</u>			<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Fire/Emergency Medical Services	F/T	95	101	104	108	111	111	111	110	110	110	110
	P/T	0	0	0	0	0	0	0	0	1	1	1
Fleet and Equipment	F/T	6	8	8	8	8	7	8	8	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0	0
General and Capital Services	F/T	2.5	4.5	6.5	6.5	6.5	6.5	5.5	7	8	8	8
	P/T	0	0	0	0	0	0	0	0	0	0	0
Grounds Maintenance	F/T	15	13	16	21	21	20	22	22	24	24	24
	P/T	1	1	1	1	1	1	1	1	1	1	1
Human Resources	F/T	7	8	8	8	8	7	7	7	7	7	7
	P/T	2	1	1	1	1	2	0	0	0	0	0
Information Resources Management	F/T	19	20	20	21	21	21	20	21	21	21	21
	P/T	1	1	1	1	1	0	0	0	0	0	0
Mosquito Control	F/T	1	1	1	1	1	0	0	0	0	0	0
	P/T	0	0	0	0	0	0	0	0	0	0	0
Neighborhood Connections	F/T	3	3	4	4	4	2	0	0	0	0	0
	P/T	1	1	1	1	1	1	0	0	0	0	0
Parks and Recreation	F/T	43	45	52	56	54	53	48	49	48	48	48
	P/T	36	37	29	29	29	23	16	14	14	14	14
Planning	F/T	16.5	17.5	17.5	19.5	19.5	17.5	12.5	10.5	10	10	10
	P/T	1	2	2	0	0	1	1	1	1	1	1
Police Department	F/T	74	78	87	94	97	98	98	98	98	98	99
	P/T	0	0	0	0	0	0	0	0	0	0	0
Purchasing	F/T	3	3	3	3	3	3	3	4	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0	0
Real Estate Assessments	F/T	11	11	12	13	13	11	10	9	10	10	10
	P/T	0	0	0	0	0	0	0	0	0	0	0
Satellite Services Office	F/T	2	2	2	3	3	3	3	3	3	3	3
	P/T	2	2	2	2	2	1	1	1	1	1	1
Sheriff	F/T	18	18	18	18	18	18	16	16	16	16	16
	P/T	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Management	F/T	6	6	7	7	7	7	6	6	5	5	5
	P/T	3	3	2	2	2	2	1	1	1	1	1
Stormwater	F/T	0	0	0	9	8.5	6.5	6.5	4	4	4	4
	P/T	0	0	0	0	0	0	0	1	1	1	1
Treasurer	F/T	13	13	13	13	13	13	12	11	12	12	12
	P/T	0	0	0	0	0	0	0	1	1	1	1
Voter Registration and Elections	F/T	3	3	3	3	3	3	3	3	3	3	3
	P/T	1	1	1	1	1	1	1	1	1	1	1
Zoning Enforcement	F/T	0	0	0	0	0	0	0	0	4	4	4
	P/T	0	0	0	0	0	0	0	0	0	0	0
Total General Fund	F/T	492.5	512.5	548.5	586.5	584.0	563.0	541.0	541.0	542.0	543.0	
	P/T	70	70	53.0	49.0	49.0	43.0	30.0	31.0	32.0	32.0	

<b>Budgeted Employment Data</b>			<b>All Funds</b>						(Seasonal Workers Excluded)			
<b>DEPARTMENT</b>			<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Colonial Community Corrections	F/T	13	13	13	13	11	11	12	12	12	12	12
	P/T	5	5	5	5	4	4	3	3	3	3	3
Office of Housing and Community Development	F/T	8.5	8.5	9.5	9.5	9.5	8.5	9.5	9.5	9	9	9
	P/T	1	1	0	0	0	1	1	1	1	1	1
JCSA	F/T	81	85	87	88	90	90	86	89	89	89	89
	P/T	1	1	2	2	2	2	2	2	2	2	2
Social Services	F/T	52.5	53.5	53.5	57.5	57.5	52.5	52.5	52.5	52	51	51
	P/T	1	1	1	1	1	1	3	4	4	3	3
Special Projects/Grants	F/T	6	6	4	5	6	5	3	3	3	3	3
	P/T	0	0	0	0	1	1	1	1	2	2	2
Grand Total All Funds		F/T	653.5	678.5	715.5	759.5	758.0	730.0	704.0	707.0	707.0	707.0
		P/T	78.0	78.0	61.0	57.0	57.0	52.0	40.0	42.0	44.0	43.0

A list of Authorized Positions Per Department begins on Page G-4.

\* Staffing of independent agencies is not reflected in this document.

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b><u>General Fund</u></b>					
Accounting	<b><u>Full-Time Regular</u></b>				
	Accountant	1	1	1	1
	Accounts Payable Specialist	2	2	2	2
	Director Accounting Division	1	1	1	1
	Payroll Coordinator	1	1	1	1
	Senior Accountant	2	2	2	2
	Supervising Accountant	0	0	0	1
		7	7	7	8
	<b><u>Full-Time Limited-Term</u></b>				
	Supervising Accountant	1	1	1	0
		1	1	1	0
	<b><u>Part-Time Temporary</u></b>				
	Intern	600 hrs	600 hrs	1,250 hrs	600 hrs
Animal Control	<b><u>Full-Time Regular</u></b>				
	Animal Control Officer	1	1	1	1
	Animal Control Supervisor	1	1	1	1
		2	2	2	2
	<b><u>Part-Time Regular</u></b>				
	Animal Control Officer (1,040 hours)	0	1	1	1
	<b><u>On-Call</u></b>				
	Animal Control Officer	376 hrs	376 hrs	0 hrs	0 hrs
Board of Supervisors	<b><u>Full-Time Regular</u></b>				
	Secretary to the Board	1	1	1	1
Building Safety and Permits	<b><u>Full-Time Regular</u></b>				
	Administrative Services Coordinator	1	1	1	1
	Building Official Section Chief	2	2	2	2
	Commercial/Building Inspector	1	1	1	1
	Director Building Safety and Permits Division	1	1	1	1
	Inspector I/II/III	4	4	4	4
	Lead Inspector	2	2	2	2
	Permit Technician	1	1	1	1
	Plans Examiner	1	1	1	1
		13	13	13	13
	<b><u>Part-Time Regular</u></b>				
	Inspector I/II/III (1,040 hrs)	1	1	1	1
	<b><u>On-Call</u></b>				
	Plans Examiner	0 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Clerk of the Circuit Court	<b><u>Constitutional Officer</u></b>				
	Clerk of the Circuit Court	1	1	1	1
	<b><u>Full-Time Other</u></b>				
	Chief Deputy Clerk I	1	1	1	1
	Deputy Clerk I	6	3	3	3
	Deputy Clerk II	2	5	5	5
	Deputy Clerk III	1	0	0	0
	Deputy Clerk IV	1	2	2	2
		11	11	11	11
	<b><u>Part-Time Other</u></b>				
	General Office Clerk (1,456 hrs)	1	1	1	1

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Commissioner of the Revenue	<u>Constitutional Officer</u> Commissioner of the Revenue	1	1	1	1
	<u>Full-Time Regular</u>				
	Business License Inspector	1	1	1	1
	Business Tax Specialist	1	1	1	1
	Chief Deputy Commissioner	1	1	1	1
	Deputy Commissioner II	2	2	3	3
	Deputy Commissioner III	3	3	2	2
	Deputy Commissioner IV	1	1	1	1
	Senior Auditor	1	1	1	1
		10	10	10	10
	<u>On-Call</u>				
	Deputy Commissioner I	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Commonwealth's Attorney	<u>Constitutional Officer</u> Commonwealth Attorney	1	1	1	1
	<u>Full-Time Other</u>				
	Administrative Assistant II	1	1	1	1
	Attorney I	2	2	2	2
	Attorney III	1	1	1	1
	Attorney IV	1	1	1	1
	Juvenile Justice Secretary A	1	1	1	1
	Paralegal	1	1	1	1
	Secretary	1	1	1	1
		8	8	8	8
Communications	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	0.5	0.5	0	0
	Chief Video Engineer	1	1	1	1
	Civic Engagement Coordinator	1	1	1	1
	Communications Specialist	1	1	1	1
	Director Communications Division	1	1	1	1
	Graphic Designer	1	1	1	1
	Senior Communications Specialist	1	1	1	1
	Video Technician	1	1	1	1
		7.5	7.5	7	7
County Administration	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	0.5	0.5	1	1
	Assistant County Administrator	1	1	1	1
	County Administrator	1	1	1	1
		2.5	2.5	3	3
	<u>On-Call</u>				
	Development Rights Administrator	624 hrs	624 hrs	624 hrs	624 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
County Attorney	<u>Full-Time Regular</u>				
	Assistant County Attorney	1	1	1	1
	County Attorney	1	1	1	1
	Deputy County Attorney	1	1	1	1
	Legal Secretary	1	1	1	1
	Legal Technician	1	1	1	1
		5	5	5	5
	<u>Part-Time Temporary</u>				
	Law Clerk	520 hrs	520 hrs	520 hrs	520 hrs
Courthouse	<u>Full-Time Regular</u>				
	Courthouse Facilities Superintendent	1	1	1	1
	Facilities Specialist	1	1	1	1
		2	2	2	2
	<u>Part-Time Regular</u>				
	Custodian (1,040 hrs)	1	1	1	1
Courts/Judicial	<u>Full-Time Regular</u>				
	Court Administrator	2	2	2	2
Development Management	<u>Full-Time Regular</u>				
	Development Management Assistant	1.5	1.5	1	1
	Director Development Management Department	1	1	1	1
		2.5	2.5	2	2
Economic Development	<u>Full-Time Regular</u>				
	Assistant Director Economic Development Department	1	1	1	1
	Business Development and Retention Coordinator	0	1	1	1
	Director Economic Development Department	1	1	1	1
	Economic Development Assistant	1	1	1	1
		3	4	4	4
Emergency Communications	<u>Full-Time Regular</u>				
	Assistant Director Emergency Communications Division	1	1	1	1
	Computer Aided Dispatch Administrator	0	1	1	1
	Director Emergency Communications Division	1	1	1	1
	Emergency Communications Officer I/II/III/IV	20	20	20	20
	Emergency Communications Supervisor	4	3	3	3
		26	26	26	26
	<u>Full-Time Temporary</u>				
	Emergency Communications Officer I	0 hrs	0 hrs	0 hrs	2,080 hrs
Emergency Management	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Director Emergency Services Division	1	1	1	1
	Fire Safety Public Educator	0	1	1	1
		2	3	3	3
Engineering and Resource Protection	<u>Full-Time Regular</u>				
	Chief Civil Engineer	1	1	1	1
	Civil Engineer I/II/III	1	2	1	1
	Director Engineering and Resource Protection Division	1	1	1	1
	Engineering Assistant	1	1	1	1
	Inspector I/II/III	5	5	5	5
	Inspector Supervisor	1	1	1	1
	Lead Engineering Assistant	1	1	1	1
	Planner I/II/III	1	1	1	1
		12	13	12	12

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Facilities Maintenance	<b><u>Full-Time Regular</u></b>				
	Custodial Services Coordinator	1	1	1	1
	Custodian	5	5	5	5
	Facilities Specialist	1	1	1	1
	Facilities Superintendent	1	1	1	1
	Facilities Technician	1	1	1	1
	Lead Custodian	1	1	1	1
	Lead Facilities Specialist	0	0	1	1
	Lead Facilities Technician	2	2	2	2
	Senior Facilities Specialist	2	2	2	2
	Senior Facilities Technician	3	3	3	3
		17	17	18	18
	<b><u>Part-Time Regular</u></b>				
	Custodian (6,760 hrs)	6	6	6	6
	<b><u>On-Call</u></b>				
	Custodian	2,102 hrs 1,040 hrs	2,102 hrs 1,040 hrs	1,062 hrs 1,040 hrs	1,062 hrs 1,040 hrs
	Facilities Specialist				
		3,142 hrs	3,142 hrs	2,102 hrs	2,102 hrs
Financial and Management Services (FMS)	<b><u>Full-Time Regular</u></b>				
	Assistant Director FMS Department	1	1	1	1
	Director FMS Department	1	1	1	1
	Mail Courier	1	1	1	1
	Risk Manager	1	1	1	1
	Safety Coordinator	0	0	1	1
	Secretary	1	1	1	1
	Senior Administrative Services Coordinator	1	0	0	0
	Senior Budget Analyst	1	1	1	1
		7	6	7	7
	<b><u>On-Call</u></b>				
	Mail Courier	300 hrs	300 hrs	300 hrs	300 hrs
Fire/Emergency Medical Services	<b><u>Full-Time Regular</u></b>				
	Assistant Fire Chief for Administration	0	0	1	1
	Budget Management Specialist	1	1	1	1
	Deputy Fire Chief	1	1	1	1
	EMS Education Program Coordinator	0	1	1	1
	Fire Chief	1	1	1	1
	Fire Marshal	0	0	1	1
	Fire Safety Instructor	1	0	0	0
	Fire/Rescue Battalion Chief	4	4	3	3
	Fire/Rescue Captain	18	18	17	17
	Fire/Rescue Lieutenant	4	3	6	6
	Fire/Rescue Technician I/II/III/IV	79	79	76	76
	Secretary	1	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
		111	110	110	110
	<b><u>Full-Time Temporary</u></b>				
	EMS Billing Technician	0 hrs	0 hrs	0 hrs	2,080 hrs
	<b><u>Part-Time Regular</u></b>				
	Fire Department Employment Coordinator (1,300)	0	0	1	1
	<b><u>On-Call</u></b>				
	Fire/EMS Instructor	2,916 hrs	2,916 hrs	916 hrs	1,960 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Fleet and Equipment	<u>Full-Time Regular</u>				
	Automotive Inventory Specialist	1	1	1	1
	Automotive Service Coordinator	1	1	1	1
	Automotive Technician I/II/III	3	3	3	3
	Director Fleet and Equipment Division	1	1	1	1
	Lead Automotive Technician	1	1	1	1
	Small Engine Mechanic	1	1	1	1
		8	8	8	8
General and Capital Services	<u>Full-Time Regular</u>				
	Administrative Services Coordinator	1	1	1	1
	Assistant Director General and Capital Services Department	1	1	1	1
	Capital Projects Coordinator	2	2	2	2
	Civil Engineer I/II/III	0.5	1	1	1
	Director General and Capital Services Department	1	1	1	1
	Environmental Coordinator	0	0	1	1
	Inspector I/II/III	0	1	1	1
		5.5	7	8	8
	<u>Part-Time Temporary</u>				
	General Services Assistant	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Grounds Maintenance	<u>Full-Time Regular</u>				
	Groundskeeper I/II	17	17	18	18
	Landscape Technician	0	0	1	1
	Lead Groundskeeper	4	4	4	4
	Parks and Grounds Superintendent	1	1	1	1
		22	22	24	24
	<u>Part-Time Regular</u>				
	Senior Office Assistant (1,040 hrs)	1	1	1	1
	<u>Part-Time Temporary</u>				
	Groundskeeper I	500 hrs	500 hrs	500 hrs	500 hrs
Human Resources	<u>Full-Time Regular</u>				
	Director Human Resource Department	1	1	1	1
	Human Resource Assistant	1	1	1	1
	Human Resource Coordinator	2	2	2	2
	Human Resource Specialist I/II	2	2	2	2
	Senior Human Resource Specialist	1	1	1	1
		7	7	7	7
	<u>Full-Time Temporary</u>				
	Senior Office Assistant	0 hrs	0 hrs	0 hrs	2,080 hrs
	<u>On-Call</u>				
	Senior Office Assistant	120 hrs	120 hrs	520 hrs	0 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Information Resources Management	<u>Full-Time Regular</u>				
	Director Information Resources Management Division	1	1	1	1
	Information Center Specialist	1	1	1	1
	Information Technology Administrator	1	1	1	1
	Information Technology Specialist	1	1	1	1
	Network Security Engineer	1	1	1	1
	Network System Engineer	1	1	1	1
	Programmer Analyst	2	3	3	3
	Systems Programmer Analyst	1	1	1	1
	Technology Support Technician	2	2	2	2
	Web Developer	1	1	1	1
	Lead Publications Specialist	1	1	1	1
	Publications Specialist	1	1	1	1
	Publications Supervisor	1	1	1	1
	Telecommunications Network Specialist	1	1	1	1
	Web Interaction Designer	1	1	1	1
	Records and Imaging Administrator	1	1	1	1
	Records and Imaging Technician	1	1	1	1
	Senior Records and Imaging Technician	1	1	1	1
		20	21	21	21
Parks and Recreation	<u>Full-Time Regular</u>				
	Account Clerk	1	0	0	0
	Administrative Services Coordinator	0	0	1	1
	Budget Management Specialist	1	1	1	1
	Chief Park Ranger	0	0	1	1
	Community Centers Administrator	1	1	1	1
	Customer Assistant	1	0	0	0
	Director Parks and Recreation Department	1	1	1	1
	Information Systems Technician	1	1	1	1
	Lead Lifeguard	2	2	2	2
	Lead Park Attendant	1	1	1	1
	Lead Park Ranger	1	1	0	0
	Parks Administrator	1	1	1	1
	Parks and Recreation Management Coordinator	1	1	1	1
	Recreation Administrator	1	1	1	1
	Recreation Operations Coordinator	5	5	5	5
	Recreation Program Coordinator	9	11	11	11
	Recreation Site Supervisor	10	10	10	10
	Secretary	2	2	1	1
	Senior Account Clerk	0	1	1	1
	Senior Administrative Services Coordinator	1	1	1	1
	Senior Communications Specialist	1	1	1	1
	Senior Customer Assistant	4	4	4	4
	Senior Fitness Trainer	1	1	1	1
	Senior Park Supervisor	1	1	0	0
	Volunteer and Resource Coordinator	1	1	1	1
		48	49	48	48

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b>Part-Time Regular</b>				
Customer Assistant (4,316 hrs)	6	4	4	4
Fitness Attendant (2,340 hrs)	2	2	2	2
Fitness Trainer (2,340 hrs)	2	2	2	2
Lead Park Attendant (3,120)	2	2	2	2
Lifeguard (3,120)	2	2	2	2
Mail Courier (1,560 hrs)	1	1	1	1
Park Supervisor (1,560 hrs)	1	1	1	1
	16	14	14	14
<b>Part-Time Temporary</b>				
Account Clerk	0 hrs	0 hrs	0 hrs	1,040 hrs
Assistant Recreation Site Supervisor	13,576 hrs	11,434 hrs	11,434 hrs	11,434 hrs
Bus Driver	1,331 hrs	1,162 hrs	1,259 hrs	1,259 hrs
Customer Assistant	1,040 hrs	1,943 hrs	2,143 hrs	2,143 hrs
Fitness Attendant	220 hrs	220 hrs	220 hrs	220 hrs
Fitness Trainer	0 hrs	0 hrs	0 hrs	260 hrs
Instructor I/II/III	11,224 hrs	9,839 hrs	9,932 hrs	9,932 hrs
Lifeguard	12,071 hrs	12,071 hrs	11,019 hrs	11,019 hrs
Park Attendant/Lead Park Attendant	21,628 hrs	20,888 hrs	21,714 hrs	21,714 hrs
Park Ranger	1,040 hrs	1,040 hrs	1,723 hrs	1,723 hrs
Park Supervisor	920 hrs	1,560 hrs	0 hrs	0 hrs
Recreation Leader	29,847 hrs	22,225 hrs	22,225 hrs	22,225 hrs
Recreation Program Coordinator (Inclusion)	662 hrs	0 hrs	0 hrs	0 hrs
Recreation Site Supervisor	1,654 hrs	472 hrs	472 hrs	472 hrs
Therapeutic Recreation Leader	8,745 hrs	10,266 hrs	9,179 hrs	9,179 hrs
	103,958 hrs	93,120 hrs	91,320 hrs	92,620 hrs
<b>Planning</b>				
<b>Full-Time Regular</b>				
Administrative Services Coordinator	1	1	1	1
Development Management Assistant	1.5	0.5	1	1
Director Planning Division	1	1	1	1
Planner I/II/III	8	7	6	6
Principal Planner	1	1	1	1
	12.5	10.5	10	10
<b>Part-Time Regular</b>				
Principal Planner (1,560 hrs)	1	1	1	1
<b>Police Department</b>				
<b>Full-Time Regular</b>				
Deputy Police Chief	1	1	1	1
Grant Administrator	1	1	1	1
Police Chief	1	1	1	1
Police Crime Analyst	1	1	1	1
Police Lieutenant	6	6	6	6
Police Major	2	2	2	2
Police Officer I/II/III/IV	74	74	75	75
Police Records Clerk	2	2	2	2
Police Sergeant	7	7	7	7
Secretary	0	0	0	1
Senior Administrative Services Coordinator	1	1	1	1
Senior Police Investigator	2	2	1	1
	98	98	98	99
<b>On-Call</b>				
Police Officer I	300 hrs	300 hrs	600 hrs	600 hrs
Accreditation Assistant	1,040 hrs	1,040 hrs	1,040 hrs	1,040 hrs
Property Control Assistant	1,300 hrs	1,300 hrs	1,300 hrs	1,300 hrs
	2,640 hrs	2,640 hrs	2,940 hrs	2,940 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Purchasing	<b><u>Full-Time Regular</u></b>				
	Director Purchasing Division	1	1	1	1
	Purchasing Assistant	0	1	0	0
	Purchasing Specialist	1	1	3	3
	Senior Purchasing Specialist	1	1	0	0
		<hr/>	<hr/>	<hr/>	<hr/>
		3	4	4	4
Real Estate Assessments	<b><u>Full-Time Regular</u></b>				
	Director Real Estate Assessments Division	1	1	1	1
	GIS Analyst	0	0	1	1
	GIS Supervisor	1	1	1	1
	Real Estate Appraiser I/II	4	4	4	4
	Real Estate Information Specialist	1	1	1	1
	Real Estate Technical Assistant I/II	3	2	2	2
		<hr/>	<hr/>	<hr/>	<hr/>
		10	9	10	10
Satellite Services Office	<b><u>Full-Time Regular</u></b>				
	Lead Satellite Services Assistant	1	1	1	1
	Satellite Services Administrator	1	1	1	1
	Satellite Services Assistant	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		3	3	3	3
	<b><u>Part-Time Regular</u></b>				
	Satellite Services Assistant (1,560 hours)	1	1	1	1
	<b><u>Part-Time Temporary</u></b>				
	Satellite Services Assistant	0 hrs	0 hrs	200 hrs	200 hrs
Sheriff	<b><u>Constitutional Officer</u></b>				
	Sheriff	1	1	1	1
	<b><u>Full-Time Other</u></b>				
	Administrative Staff Specialist	1	1	1	1
	Deputy Sheriff 7/8	8	8	8	8
	Deputy Sheriff 9	3	3	3	3
	Master Deputy Sheriff 9	2	2	2	2
	Master Deputy Sheriff 12	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		15	15	15	15
	<b><u>On-Call</u></b>				
	Deputy Sheriff 7/8	4,160 hrs	4,160 hrs	4,410 hrs	4,410 hrs
Solid Waste Management	<b><u>Full-Time Regular</u></b>				
	Convenience Center Attendant	1	1	1	1
	Environmental Coordinator	1	1	0	0
	Senior Convenience Center Attendant	2	2	2	2
	Solid Waste Assistant	1	1	1	1
	Solid Waste Superintendent	1	1	1	1
		<hr/>	<hr/>	<hr/>	<hr/>
		6	6	5	5
	<b><u>Part-Time Regular</u></b>				
	Convenience Center Attendant (1,040)	1	1	1	1
	<b><u>On-Call</u></b>				
	Convenience Center Attendant	1,618 hrs	1,618 hrs	1,618 hrs	1,618 hrs

**Authorized Positions Per Department**

	<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Stormwater	<u>Full-Time Regular</u>				
	Civil Engineer I/II/III	1.5	0	0	0
	Director Stormwater Division	1	1	1	1
	GIS Technician	0	1	1	1
	Inspector I/II/III	2	1	1	1
	Stormwater Assistant	1	0	0	0
	Stormwater Specialist	1	1	1	1
		6.5	4	4	4
	<u>Part-Time Regular</u>				
	Water Monitoring Coordinator (1,040 hours)	0	1	1	1
Treasurer	<u>Constitutional Officer</u>				
	Treasurer	1	1	1	1
	<u>Full-Time Regular</u>				
	Accounting Technician	4	4	4	4
	Assistant Treasurer	1	1	1	1
	Business Tax Field Representative	1	0	0	0
	Business Tax Specialist	1	1	2	2
	Customer Service Representative	2	1	1	1
	Lead Customer Service Representative	1	1	1	1
	Senior Accountant	0	1	1	1
	Senior Accounting Technician	1	1	1	1
		11	10	11	11
	<u>Part-Time Regular</u>				
	Business Tax Field Representative (1,664 hours)	0	1	1	1
	<u>On-Call</u>				
	Customer Service Representative	1,040 hrs	1,200 hrs	1,200 hrs	1,200 hrs
Voter Registration and Elections	<u>Full-Time Other</u>				
	General Registrar	1	1	1	1
	<u>Full-Time Regular</u>				
	Senior Assistant General Registrar	2	2	2	2
	<u>Part-Time Regular</u>				
	Assistant General Registrar (1,352)	1	1	1	1
	<u>On-Call</u>				
	Election Equipment Technician	168 hrs 1,000 hrs 52 hrs	168 hrs 1,000 hrs 52 hrs	168 hrs 1,368 hrs 52 hrs	168 hrs 1,000 hrs 52 hrs
	Assistant General Registrar				
	Senior Election Equipment Technician				
		1,220 hrs	1,220 hrs	1,588 hrs	1,220 hrs
Zoning Enforcement	<u>Full-Time Regular</u>				
	Proffer Administrator	1	1	1	1
	Zoning Administrator	1	1	1	1
	Zoning Officer I/II	1	2	2	2
		3	4	4	4

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b>Other Funds</b>				
Colonial Community Corrections				
<b>Full-Time Other</b>				
Administrative Services Coordinator	1	1	1	1
Agency Director	1	1	1	1
Coordinator	0	0	0	1
Pretrial Officer	3	3	3	3
Probation Officer	6	6	5	5
Secretary	1	1	1	0
	12	12	11	11
<b>Full-Time Limited-Term</b>				
Agency Director	0	0	1	1
<b>Part-Time Other</b>				
Case Coordinator (1,040 hours)	1	1	1	0
Criminal Justice Planner (1,040 hours)	1	1	1	1
Probation Officer (1,248 hours)	1	1	1	1
Secretary (1,248)	0	0	0	1
	3	3	3	3
<b>Part-Time Temporary</b>				
Probation/Pretrial Officer Assistant	780 hrs	780 hrs	780 hrs	780 hrs
Secretary	0 hrs	0 hrs	0 hrs	832 hrs
Transitional Services Jail Liaison	832 hrs	917 hrs	917 hrs	917 hrs
	1,612 hrs	1,697 hrs	1,697 hrs	2,529 hrs
Office of Housing and Community Development				
<b>Full-Time Regular</b>				
Administrator Housing and Community Development	1	1	1	1
Assistant Administrator Housing and Community				
Development	0	0	1	1
Housing Assistant	0	0	0	1
Housing Planner	1	1	0	0
Housing Program Coordinator	1	1	0	0
Housing Project Coordinator	1	1	1	1
Housing Specialist	1	1	1	3
Senior Housing Specialist	0	0	1	2
	5	5	5	9
<b>Full-Time Limited-Term</b>				
Building and Conservation Coordinator	1	1	0	0
Housing Assistant	1	1	1	0
Housing Specialist	2	2	2	0
Senior Housing Specialist	0	0	1	0
Social Worker	0.5	0.5	0	0
	4.5	4.5	4	0
<b>Part-Time Regular</b>				
Housing Inspector (1,040 hours)	1	1	1	1
James City Service Authority				
<b>Full-Time Regular</b>				
Automotive Technician I/II/III	1	1	1	1
Chief Civil Engineer	2	2	2	2
Civil Engineer I/II/III	3	3	3	3
Civil Engineer Senior	0	0	0	0
Engineering Specialist	1	1	1	1
GIS Analyst	1	1	1	1
GIS Technician	1	1	1	1
Industrial Electrician	4	4	3	3

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
Inspector I/II/III	3	3	3	3
JCSA Assistant General Manager	1	1	1	1
JCSA General Manager	1	1	1	1
Maintenance Mechanic	1	1	1	1
Plant Supervisor	1	1	1	1
SCADA Programmer/Electrician	0	0	1	1
Secretary	1	2	2	2
Senior Purchasing Specialist	1	1	1	1
Senior Utility Account Representative	1	1	1	1
Senior Utility Locator	1	1	1	1
Utility Account Representative	6	6	6	6
Utility Account Supervisor	1	1	1	1
Utility Analyst	1	1	1	1
Utility Operations Administrator	1	1	1	1
Utility Operations Assistant/Specialist I/II	23	23	23	23
Utility Operations Crew Leader	4	4	4	4
Utility Operations Foreman	5	5	5	5
Utility Operations Superintendent	5	5	5	5
Utility Operations Technician	12	13	13	13
Utility Systems Analyst	1	1	1	1
Utility Systems Inspection Coordinator	0	1	1	1
Utility Systems Technician	1	1	1	1
Warehouse Specialist	1	1	1	1
Warehouse Supervisor	1	1	1	1
	86	89	89	89
<b>Part-Time Regular</b>				
Utility Locator (2,080 hours)	2	2	2	2
<b>Part-Time Temporary</b>				
Secretary	1,560 hrs	1,560 hrs	1,560 hrs	0 hrs
Social Services				
<b>Full-Time Regular</b>				
Accounting Technician	1	1	1	1
Accounts Payable Specialist	1	1	1	1
Administrative Services Coordinator	1	1	1	1
Assistant Director Community Services Department	1	1	1	1
Assistant Director Social Services Division	1	1	1	1
Budget Management Specialist	1	1	1	1
Eligibility Chief	1	1	1	1
Eligibility Supervisor	2	2	2	2
Eligibility Worker	6	7	7	7
Information Systems Technician	1	1	1	1
Director Community Services Department/ Social Services				
Division	1	1	1	1
Secretary	1	1	1	1
Senior Administrative Services Coordinator	1	1	1	1
Senior Eligibility Worker	5	5	5	5
Senior Office Assistant	3	3	3	3
Senior Social Worker	3	2	1	1
Social Work Assistant	4	4	4	3
Social Work Supervisor	3	3	3	3
Social Worker	2	2	2	2
Social Worker I/II	12	12	13	14
	51	51	51	51
<b>Full-Time Limited-Term</b>				
Social Worker	0.5	0.5	0	0
Social Worker I/II	1	1	1	0
	1.5	1.5	1	0

**Authorized Positions Per Department**

<b>Current Position Title</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b><u>Part-Time Regular</u></b>				
Eligibility Worker (2,080 hours)	0	2	2	2
Senior Eligibility Worker (1,040 hours)	1	1	1	1
Senior Office Assistant (1,300 hours)	1	0	0	0
Social Work Assistant (832 hours)	1	1	1	0
	<hr/> 3	<hr/> 4	<hr/> 4	<hr/> 3
<b><u>Part-Time Temporary</u></b>				
Senior Eligibility Worker	1,404 hrs	1,404 hrs	0 hrs	0 hrs
<b><u>On-Call</u></b>				
Senior Office Assistant	0 hrs	0 hrs	0 hrs	2,080 hrs
Social Worker II	2,080 hrs	2,080 hrs	0 hrs	0 hrs
<b>Special Projects/Grants</b>				
<b><u>Full-Time Limited-Term</u></b>				
Victim Advocate	1	1	1	1
Victim Assistance Assistant Director	1	1	1	1
Victim Assistance Director	1	1	1	1
	<hr/> 3	<hr/> 3	<hr/> 3	<hr/> 3
<b><u>Part-Time Limited-Term</u></b>				
Attorney I (1,040 hours)	1	1	1	1
Emergency Management Planner (1,040 hours)	0	0	1	1
	<hr/> 1	<hr/> 1	<hr/> 2	<hr/> 2

## **Reconciliation of General Fund Appropriations for FY2013 As Shown in FY2014 Budget**

	<u><b>Revenues</b></u>	<u><b>Expenditures</b></u>
FY2013 Appropriations, As Adopted, May 2012	\$165,630,000	\$165,630,000
<b>Appropriation adjustments during the year:</b>		
Appropriation of Fund Balance for one-time employee bonuses and a modified compensation study	625,000	625,000
Increase in Revenues and Expenditures	50,000	50,000
Insurance proceeds for police vehicles	<u>12,225</u>	<u>12,225</u>
Total adjustments to date	\$687,225	\$687,225
FY2013 Appropriations, As Shown in FY2014 Budget Document	<u><u>\$166,317,225</u></u>	<u><u>\$166,317,225</u></u>

## General Fund Revenues by Source (In Percent)

Fiscal Year	General Property Taxes	Other Local Taxes	Licenses, Permits, Fees	Fines and Forfeitures	Use of Money and Property	Charges for Current Services	Inter-Government	Miscellaneous	Total
2005	59.4	14.5	6.2	0.2	0.5	2.8	16.3	0.1	100.00
2006	60.1	14.4	6.3	0.2	0.7	2.6	15.5	0.2	100.00
2007	61.6	13.5	5.9	0.2	1.1	2.4	15.2	0.1	100.00
2008	63.1	12.2	5.0	0.2	1.1	3.1	15.0	0.3	100.00
2009	65.0	11.5	4.5	0.2	0.6	3.0	14.9	0.3	100.00
2010	65.9	11.2	4.1	0.2	0.3	3.0	15.1	0.2	100.00
2011	65.6	11.5	4.3	0.2	0.2	2.9	15.1	0.2	100.00
2012	65.3	11.8	4.4	0.2	0.2	3.1	14.9	0.1	100.00
2013 (Est.)	64.7	12.0	4.6	0.2	0.1	3.1	15.2	0.1	100.00
2014 (Est.)	64.4	12.2	4.6	0.2	0.1	3.1	15.3	0.1	100.00

## General Fund Revenue By Source

<u>Fiscal Year</u>	<u>General Property Taxes</u>	<u>Other Local Taxes</u>	<u>Licenses, Permits, Fees</u>	<u>Fines and Forfeitures</u>	<u>Money and Property</u>	<u>Charges for Services</u>	<u>Inter-Governmental</u>	<u>Misc.</u>	<u>Total</u>
2005	73,731,983	17,955,400	7,746,142	301,204	574,902	3,501,772	20,235,995	150,352	124,197,750
2006	85,279,502	20,366,681	8,877,130	290,714	1,037,588	3,741,033	21,959,975	374,014	141,926,637
2007	97,047,702	21,273,019	9,255,185	321,443	1,721,382	3,719,005	23,953,138	168,049	157,458,923
2008	105,668,625	20,486,124	8,288,580	366,606	1,789,264	5,106,213	25,173,523	575,175	167,454,110
2009	107,015,723	18,869,282	7,420,591	348,846	902,103	4,979,557	24,546,555	471,427	164,554,084
2010	107,695,813	18,355,067	6,672,136	296,866	479,461	4,857,836	24,712,096	250,675	163,319,950
2011	108,564,306	19,100,086	7,055,618	334,633	283,769	4,861,478	25,057,051	232,827	165,489,768
2012	110,677,787	20,006,069	7,487,105	274,198	297,668	5,174,185	25,243,691	155,011	169,315,714
2013 (Est)	108,897,376	20,235,000	7,715,000	300,000	185,000	5,235,927	25,581,814	170,575	168,320,692
2014 (Est)	110,422,500	20,860,000	7,950,000	300,000	185,000	5,378,600	26,245,600	158,300	171,500,000

**Ratio of Annual Debt Service Expenditures  
For General Bonded Debt To Total General Expenditures**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>	<u>Total General Governmental Expenditures*</u>	<u>Ratio of Debt Service to Total General Expenditures</u>
2005	6,411,051	4,275,082	10,686,133	154,634,945	.0691
2006	7,215,460	5,962,561	13,178,021	171,917,860	.0767
2007	14,488,702	9,857,524	24,346,226	199,622,475	.1220
2008	14,245,257	11,253,935	25,499,192	212,383,260	.1201
2009	14,363,935	10,625,010	24,988,945	208,510,363	.1198
2010	15,077,900	10,147,353	25,225,253	198,552,653	.1270
2011	14,830,524	9,853,465	24,683,989	198,893,176	.1241
2012	14,787,955	9,384,810	24,172,765	201,078,316	.1202
2013 (Est)	15,447,305	9,428,582	24,875,887	202,495,338	.1228
2014 (Est)	16,417,326	8,799,328	25,216,654	207,250,530	.1217

\* Includes General and Other Fund Expenditures and the County percentage of School Board Expenditures.

Source: Figures for FY2005-FY2012 are obtained from Table 11-A in the James City County Comprehensive Annual Financial Report, June 30, 2012. FY2013-FY2014 figures are estimates based on the Debt Service Budget and estimated totals for Total General Governmental Expenditures, which includes the General Fund, Others Funds and the County's estimated share of School Expenditures.

**Ratio of Net General Bonded Debt To  
Assessed Value and Net Bonded Debt Per Capita**

Fiscal Year	Population	Assessed Valuation	Gross Bonded Debt	Debt Service Monies Available	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Valuation		Net Bonded Debt per Capita
2005	56,463	7,489,353,710	109,465,708	-	109,465,708	.0146		1,939
2006	58,893	9,049,255,396	106,091,269	1,749,709	104,341,560	.0115		1,772
2007	60,867	10,704,264,557	126,590,560	1,832,039	124,758,521	.0117		2,050
2008	61,195	11,610,152,643	118,369,735	1,890,734	116,479,001	.0100		1,903
2009	63,135	11,941,060,226	109,974,105	1,706,525	108,267,580	.0091		1,715
2010	67,745	12,092,979,169	101,414,765	2,921,044	98,493,721	.0081		1,454
2011	68,500	12,152,483,497	93,283,624	2,921,037	90,362,587	.0074		1,319
2012	68,971	12,341,704,734	86,134,103	2,920,981	83,213,122	.0067		1,206
2013 (Est)	70,781	11,976,424,815	77,948,003	2,920,981	75,027,022	.0063		1,060
2014 (Est)	72,621	12,136,941,495	69,595,988	2,920,981	66,675,007	.0055		918

Counties in the Commonwealth of Virginia are not subject to a legal debt limitation based on a percentage of total assessed value of real estate.

FY2005-FY2012 information displayed as reported in Table 11 of the James City County Comprehensive Annual Financial Report, June 30, 2012. FY2013-FY2014 estimates are based on estimated Total Assessed Valuation, estimated Gross Bonded Debt and estimated Debt Service Reserve Funds. FY2013-FY2014 population projections obtained from the James City County Planning Division

## **Property Tax Rates Per \$100 of Assessed Value**

<u>Fiscal Year</u>	<u>Real Estate</u>	<u>Personal Property</u>
2005	0.825	4.00
2006	0.785	4.00
2007	0.77	4.00
2008	0.77	4.00
2009	0.77	4.00
2010	0.77	4.00
2011	0.77	4.00
2012	0.77	4.00
2013	0.77	4.00
2014	0.77	4.00

## Assessed and Estimated Actual Value of Taxable Property

Fiscal Year	Assessed Value			Total Assessed Value	Real Property and Public Service Percentage of Estimated Actual Value	Personal Property Percentage of Estimated Actual Value
	Real Property	Personal Property	Public Service*			
2005	6,695,142,900	639,376,935	154,833,875	7,489,353,710	100.00	**
2006	8,189,928,900	693,850,170	165,476,326	9,049,255,396	100.00	**
2007	9,821,638,100	730,150,755	152,475,702	10,704,264,557	100.00	**
2008	10,672,714,225	761,010,321	176,428,097	11,610,152,643	100.00	**
2009	11,005,655,000	750,654,235	184,750,991	11,941,060,226	100.00	**
2010	11,155,493,300	741,196,285	196,289,584	12,092,979,169	100.00	**
2011	11,172,929,700	768,751,597	210,802,200	12,152,483,497	100.00	**
2012	11,316,807,900	802,225,966	222,670,868	12,341,704,734	100.00	**
2013 (Est)	10,921,180,200	840,000,000	215,244,615	11,976,424,815	100.00	**
2014 (Est)	11,052,296,880	869,400,000	215,244,615	12,136,941,495	100.00	**

\*\* Personal Property assessed as follows: Mobile Homes at 100 percent of Estimated Actual Value; Machinery and Tools at 25 percent of capitalized cost; Vehicles at 100 percent.

Source: Real Estate Assessments and Commissioner of the Revenue, James City County.

\*Real Property and Public Service figures for 2013 are actual, all other figures for FY2013-FY2014 are estimates.

## List of Principal Property Taxpayers

	<u>Name</u>	<u>2012 Property Taxes Assessed</u>	<u>Percent of County Total</u>
1.	Anheuser-Busch, Inc.	\$ 4,819,236	3.96%
2.	Seaworld Parks, LLC	1,683,395	1.38%
3.	Wal-Mart, Inc.	1,163,543	0.95%
4.	Powhatan Plantation Owners Association	981,075	0.81%
5.	Virginia Electric & Power Company	850,998	0.70%
6.	Ball Metal Container	780,129	0.64%
7.	Williamsburg Landing, Inc.	738,183	0.61%
8.	Owens-Brockway	690,470	0.57%
9.	Williamsburg Plantation Owner Association	655,332	0.54%
10.	Virginia United Methodist Homes, Inc.	<u>602,041</u>	<u>0.49%</u>
Totals		<u><u>\$12,964,402</u></u>	<u><u>10.65%</u></u>

Source: James City County Comprehensive Annual Financial Report, June 30, 2012, Table 7.

## Households and Population

Fiscal Year	Total Population <sup>1</sup>	Institutional Population <sup>2</sup>	Total Household Population <sup>3</sup>	Number of Households <sup>4</sup>	Persons per Household <sup>5</sup>
2005	56,463	838	55,625	22,520	2.47
2006	58,893	902	57,991	23,478	2.47
2007	60,867	962	59,905	24,253	2.47
2008	62,394	883	61,511	24,903	2.47
2009	63,135	834	62,301	25,223	2.47
2010 (Census)	67,326	1,169	66,157	27,003	2.45
2011	68,179	1111	67,068	27,375	2.45
2012	68,971	1090	67,881	27,707	2.45
2013	70,781	1123	69,658	28,432	2.45
2014	72,621	1123	71,498	29,183	2.45

<sup>1</sup> 2005-2012 Total Population estimates are provided by the JCC Planning Division and represent the estimate for July 1st of each year. 2010 figure is from the Census (staff's number is adjusted to represent July 1st). Staff's projection for 2013 and 2014 is based on the average annual incremental change in population from 2002-2012, which resulted in a 2.6% growth rate.

<sup>2</sup> 2005-2009 Institutional Population figures include Eastern State Hospital, Virginia Peninsula Regional Jail, and the Merrimac Juvenile Detention Center. 2010-2012 figures include both institutional and non-institutional population grouped together as "Group quarter population" and includes nursing home population. Projections for 2013-2014 are based on the average Institutional Population from 2010 to 2012.

<sup>3</sup> Total Household Population represents Total Population minus Institutional Population.

<sup>4</sup> Number of Household (occupied housing units) figures are provided by the JCC Planning Division utilizing Certificate of Occupancy data from JCC Building Safety and Permits. Projections for 2013-2014 are calculated by dividing Total Household Population by Persons per Household.

<sup>5</sup> 2005-2012 Persons per Household estimates are based on the 2000 and 2010 Census average household size carried forward. Projections for 2013-2014 are based on the 2010 Census household size carried forward.